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ISRAELI POLL

Labour courts the Arab voters

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World News

Frenchman wins Nobel prize for economics

Maurice Allais became the first Frenchman to win the Nobel prize for economics...

Lebanese MPs failed to elect a new parliament...

Three black anti-apartheid activists who fled from detention to the US consulate in Johannesburg last month will leave the mission on Wednesday...

Israel's Supreme Court rejected an appeal by Rabbis Meir Kahane against a decision by the Elections Committee to ban his anti-Arab Kach Party from the November 1 general election on grounds of racism.

Two rival Pakistani political groupings failed to agree a united challenge Benazir Bhutto as principal opposition leader in general elections on November 16.

A Swiss judge ruled that millions of dollars sent to Geneva by deposed Philippines President Ferdinand Marcos should conditionally be put at the disposal of the Philippines Government. Marcos lawyers are expected to appeal.

Seoul riot police clashed with about 600 students demonstrating against 42,000 US troops stationed in South Korea and demanding the arrest of former President Chun Doo-hwan for alleged corruption.

Four employees at Britain's secret communications listening station GCHQ are to be dismissed for defying a ban on trade union membership.

The Spanish High Court ordered two police inspectors to stand trial for six alleged murders and involvement in the ANH/terrorist Liberation Groups' death squad war on Basque separatists.

Hurricane Joan - the first to hit the Caribbean since big brother Gilbert killed more than 150 people last month - moved toward the Nicaraguan coast from northern Colombia and Venezuela.

Israeli troops in the occupied West Bank shot dead a five-year-old Arab child, the youngest victim yet of the 10-month-old Palestinian uprising.

US Democratic presidential candidate Michael Dukakis, his support plummeting in opinion polls, toured industrial cities in Michigan as part of a strategy to win key states.

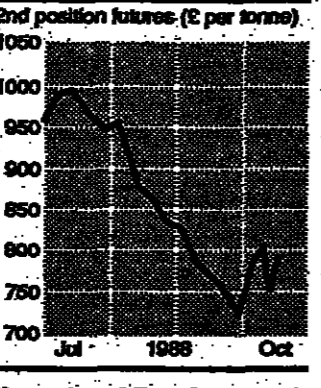
Kazuo Kangaku, a Japanese fund manager known for his investment skills and his connections with organised crime, was found dead buried in a lump of concrete.

Business Summary

Appeal Court rules on UK insider dealing law

BRITAIN'S Court of Appeal ruled that people who deal in shares on the basis of what they know is unpublished, price-sensitive information are guilty of insider dealing, no matter how the information came into their possession.

COCOA prices rallied late in the afternoon as prices rose sharply in New York where rumours were circulating that the projected French financial aid package for Ivory Coast would remove 400,000 tonnes of cocoa from market.



LONREO, international trading group headed by Tiny Rowland, said it understood 4.13 per cent of its shares had been acquired by companies associated with East Corporation, Australian group headed by Alan Bond, and another much smaller stake - just under 1 per cent - by Australian entrepreneur Robert Holmes à Court.

BANK of France increased money market intervention rate by a quarter point to 7 3/4 per cent in defence of the franc, under pressure as a result of action in the public sector and rise of the D-Mark against the dollar.

SCOTTSBURGH, UK merchant bank, offered to take a 71.50m (£12m) debt or equity stake in the Dutch Government if the Dutch Government will limit its ownership of the aircraft maker. Fokker met Economics Ministry officials in a bid to dissuade them from raising the Government's stake of 16 per cent to 49 per cent through another rights issue.

ROBERT Maxwell, British publisher, won preliminary injunction preventing Kohlberg, Kravis, Roberts, management buy-out specialist, from completing its rival tender offer for Macmillan, the US publisher.

FILLSBURY, Minneapolis food and restaurant group, rejected \$2.28m offer for its business from Grand Metropolitan of the UK as too low, saying its present strategy would provide shareholders with better long-term returns.

SCOTTISH & Newcastle, target of a hostile \$1.6bn (£1.72bn) bid by EMMILL, Australian group, raised stakes by announcing it had taken a 50 per cent stake in Pontin's in a deal which values the holiday company at \$55.5m (£150m).

CITICORP, America's biggest commercial banking group, reported a further strong advance in the third quarter, reflecting continued progress across all the company's businesses and improved cost control.

WEST Germany's overall fixed capital formation is expected to rise by around 6 per cent this year, against earlier forecasts of 2.5 per cent. GNP growth is predicted at 3.5 per cent.

Nato case supported against Soviet military claims

THE CASE put by Nato that the Soviet Union has provided no evidence of its declared offensive for counter-offensive operations... Marshal Sergei Akhromeyev, the Soviet Chief of General Staff, said recently that Moscow was "taking steps" to change the configuration of its forces in Europe in order to lessen Western countries' concern.

strengthen in Europe by about 750 to 850,000, with an independent tank regiment assigned to each of the five Soviet armies in East Germany... The report says there is no sign that the rate of increase in Soviet defence spending has been cut since Mr Mikhail Gorbachev, the Soviet leader, took office.

The count of strategic warheads on both the US and Soviet sides shows an increase of about 8 per cent since last year. Although the US keeps a total numerical advantage - 14,637 against 11,694 - the ISS says the two forces remain "in rough parity".

Mexico able to draw on US loan ahead of approval from IMF

By Peter Norman, Economics Correspondent, in London

MEXICO WILL be able to draw some of the bridging loan of up to \$3.5bn offered to it by the US earlier this week without first having to reach agreement on loan programmes with the International Monetary Fund and World Bank.

A US Treasury official said that Mexico would be able to draw "sizeable" amounts of the loan, which will be provided roughly equally by the Treasury and the US Federal Reserve System.

It is unusual for a debtor country to obtain bridging finance without the provider of the funds having assurances that the borrower will introduce economic reforms under the supervision of the IMF or the World Bank.

The willingness of the US to provide Mexico with what could be as much as \$3bn in an emergency with the minimum of delay is a sign of the vital political importance Washington attaches to maintaining economic and social stability in its southern neighbour.

Officials from both the IMF and the World Bank stress that the separate talks between the two bodies and the Mexican authorities are at an early stage so that it is impossible to say what conditions will be attached to the finance package. It can take around three months before a World Bank loan package is ready for consideration by the bank's board.

An IMF official in Washington said a fund mission would travel to Mexico "in the next several days" to discuss providing finance under the IMF's compensatory and contingency financing facility (CCFF). The facility aims to help countries which experience a major external shock, such as the decline in oil prices.

A World Bank team, headed by Mr Shaid Hussain, the bank's vice president for Latin America and the Caribbean, has been in Mexico since the weekend. The bank is understood to be discussing granting Mexico a minimum of three large loans worth at least \$1.5bn in the World Bank fiscal year that ends next June 30.

But it is understood that the scale of World Bank finance for Mexico in 1988-89 could eventually exceed \$3bn. The US said on Monday that it was "prepared to develop a short-term bridge loan of up to \$3.5bn, depending on the development of loan programmes by Mexico with the World Bank and the IMF".

They say Mexico is an entirely different case and has been a model pupil of the IMF, modernising its economy by privatising and diversifying its exports away from oil and has fulfilled its promises to the fund.

Background, Page 4; Favour to a neighbour, Page 24; Editorial comment, Page 24

Stalemate in talks on computer standards

By Louise Kehoe in San Diego

TWO WEEKS of intensive talks aimed at ending a battle over computer standards between the world's computer manufacturers have failed.

Last night, a newly formed group which includes the telecommunications group American Telephone and Telegraph (AT&T) and Unisys, the second largest mainframe vendor, announced a strategy which will bring it into conflict with IBM and other major manufacturers and continue a damaging split within the industry.

The group, which uses the code name "Archer", says it intends to put its weight behind the latest version of the Unix computer program developed by AT&T called System V version 4. Unix is important because it can be used to operate mid-range computers, the fastest growing area of the computer business.

In addition to AT&T and Unisys, the Archer group includes Amdahl, Control Data, Gould, Intel, Motorola, NCR, Prime and Sun of the US, International Computers of the UK, Fujitsu and Toshiba of Japan and Olivetti of Italy.

IBM, on the other hand, is the dominant member of the Open Software Foundation, set up earlier this year, which includes Digital Equipment, Hewlett Packard and Apollo of the US, Microsoft and Siemens of West Germany and Bull of France. It supports a version of Unix developed by IBM called "AIX".

The battle over whether AT&T's or IBM's version of Unix will be the standard is understood to have agreed on

Yugoslav leaders agree on reforms and resignations

By Judy Dempsey in Belgrade

YUGOSLAVIA'S leaders engaged in bitter public recriminations over the country's ethnic unrest have agreed in principle, behind closed doors, to proceed with wide-ranging moves in the direction of a market economy.

Some consensus has also emerged over which political leaders should step down in response to the wave of worker protests and Serbian nationalist demonstrations which have swept the country.

Controversy is still raging, however, over the future of Kosovo, the southern province at the centre of Yugoslavia's ethnic problems, and its local Albanian leaders whose alleged discrimination has prompted demonstrations by hundreds of thousands of Serbs.

The agreement by federal party leaders to proceed with economic reform was patched up late on Monday night following a series of bitter attacks on the party and system at a crucial Central Committee meeting, which opened earlier that day and is still in progress.

The economic changes are expected to boost the independence of Yugoslavia's enterprises by allowing many of them to raise domestic and foreign equity capital. This requires changes to the constitution, a subject which the 186-member Central Committee is expected to tackle today or tomorrow.

The leaders from the six republics and two provinces who met on Monday are also understood to have agreed on

Philip Morris files legal action against Kraft's bid defence

By Anatole Kalatsky in New York

PHILIP MORRIS, America's biggest tobacco, food and drinks conglomerate, which announced a record-breaking \$1.1bn bid for Kraft on Monday night, yesterday instituted legal action against the Chicago-based cheese manufacturer, while stressing its hopes that it could still turn its unsolicited \$90-a-share tender offer into an agreed deal.

The Philip Morris lawsuit, which was filed with a US District Court in Illinois, demanded an injunction against the use of Kraft's "poison pill" anti-takeover defences. It charged that Kraft's directors would be in breach of their fiduciary duties if they precluded shareholders from taking advantage of the tender offer by refusing to cancel the poison pill.

This grants existing Kraft shareholders the right to receive new shares at a steep discount in the event of a hostile bidder acquiring more than 20 per cent of the company and would make any takeover not approved by the Kraft board prohibitively expensive.

Philip Morris officials said, however, that they hoped and expected to persuade Kraft's directors to settle on an agreed merger. They stressed that Kraft was most unlikely to come up with a better alternative to shareholders than the \$90 a share in cash which Philip Morris had offered.

This was 50 per cent above the price of \$60 at which Kraft shares closed on Wall Street on Monday and nearly double their value of \$51 a share in July, before the \$5.1bn bid for Pillsbury by Britain's Grand Metropolitan intensified takeover speculation surrounding all food stocks.

Mr Hamish Maxwell, Philip Morris chairman, also stressed that he did not intend to interfere with Kraft's product lines or management. He said he saw Kraft as a natural complement to the General Foods business which Philip Morris bought in 1985.

A combination would create one of the world's biggest food businesses, rivalled only by Unilever and Nestle. The addition of Kraft's \$10bn turnover to Philip Morris's existing sales of \$37bn would push the tobacco giant into the number seven position among all US companies.

Kraft, which announced its latest results yesterday, had net income of \$148.7m or \$1.20 a share in the third quarter. For the first nine months of 1988, its net income from continuing operations was \$388.8m or \$3.10 a share, compared with \$377.8m or \$2.76 a year earlier.

Analysts on Wall Street mostly agreed that \$90 was a full price to pay for Kraft and the shares settled yesterday moving below the offer price, at \$88. Lex, Page 26, Background, Page 27

MARKETS

Table with market data including Copper, Sterling, Dollar, and Interest Rates.

STOCK INDICES

Table with stock indices for New York, Dow Jones, and other markets.

Why the Polish Prime Minister is a man in a hurry

Mr Mieczyslaw Rakowicki (left) does not have much time. He has signalled his intention of proceeding rapidly with economic reform and realises that only concrete achievements will earn the support he needs to survive.

Technology and the Soviet Union: A challenge for the high-tech nations

Tokyo Japanese fund manager found buried in concrete... Editorial comment: The Mexican dilemma: the Crash, one year on... Future of independent TV: Public duty, private worry... Lex: Kraft; Scottish & Newcastle; Pleasurama; Lornho... Office Equipments Survey... Northern Ireland Survey...

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WORLD TRADE NEWS

# Asean issues warning on Gatt talks

By Peter Ungphakorn in Pattaya, Thailand

ECONOMICS ministers of the Association of South East Asian Nations (Asean), concerned that they may fail to achieve their aims at the Uruguay round of international trade negotiations, have agreed on a common stand for the talks' mid-term review in December.

After a two-day meeting, the ministers from Brunei, Indonesia, Malaysia, the Philippines, Singapore and Thailand issued a strongly worded statement directed at the US, EC and Japan.

They said failure to achieve tangible results on tropical products and agriculture would jeopardise the credibility of the Uruguay round and lead to further deterioration in world trade in agricultural products.

They also signed an agreement to promote the production of cars using regionally manufactured components. Mitsubishi Motors of Japan is particularly interested in the programme, partly in order to

develop a new base for exporting to North America.

Yesterday Datin Paduka Rafidah Aziz, Malaysian Trade and Industry Minister, indicated that Asean would bargain with other signatories of the General Agreement on Tariffs and Trade (Gatt) in order to secure more concessions from the industrial countries on tropical goods and a firmer commitment to phase out or reduce subsidies and trade barriers in agriculture.

Adopting a conciliatory tone, she nevertheless said Asean might link these two areas to issues of intellectual property rights, surveillance mechanisms for ensuring Gatt is enforced and other matters related to the functioning of the Gatt system.

Asean is uneasy about what members see as the increasing tendency to horse trade between many issues being negotiated in the Uruguay round.

Mr Jose Concepcion, Philippines Trade and Industry Secretary, charged that concessions being offered developing countries as producers of tropical products are not of interest to Asean members.

Asean does not want the Uruguay round to develop into a North-South confrontation. But its members are concerned that Gatt should not live up to its reputation as a battleground for rich nations in which the developing countries get hurt, particularly in the agricultural subsidy war.

Thailand, Malaysia, the Philippines and Indonesia are also members of the Australian-led Cairns Group of 14 agricultural exporting nations. Asean has now formally endorsed the group's proposal for trade-distorting farm subsidies and trade barriers to be reduced in the short run and eliminated eventually.

Datin Paduka Rafidah Aziz said this as a way of countering the position of the US, which wants subsidies scrapped by a specific date, and the EC, which

# Recovery in shipbuilding forecast

By Kevin Brown, Transport Correspondent

SHIPBUILDING demand is likely to start rising this year after around 12 years of decline, the Association of West European Shipbuilders (Awes) says in a report today.

It forecasts world shipbuilding completions rising to 8.6m compensated gross tonnes in the year to next June, and staying at that level until 1990. This compares with 8.1m cgt in 1987/88. Completions are expected to average 12.5m cgt between 1990 and 1995, and to rise an average of 16.9m cgt from 1995 to the year 2000.

Awes warns, however, that the improved prospects depend on continued reductions in Japanese and South Korean shipbuilding capacity.

The optimistic conclusions of the report confirm similar forecasts by individual shipbuilders, many of which have incurred big losses in recent years because of fierce competition in a declining market.

The report puts world economic growth at between 2.5 and 4 per cent from now to the end of the century.

Awes says world seaborne trade in all major cargoes will increase steadily, leading to an initial demand for existing surplus tonnage, and subsequently to increased demand for new ships.

At the same time, the rate at which tonnage is scrapped is forecast to rise from 22m deadweight tonnes last year, to 27m dwt by 1995/2000. The increased rate of scrapping is largely accounted for by the ageing of the world fleet, together with the effects of technological changes.

1988 Review of Global Shipbuilding Requirements to 2000, Association of West European Shipbuilders, An Der Alster 1, 2000 Hamburg 1, W Germany.

# Australian groups link to seek defence electronics contracts

By Chris Sherwell in Sydney

A NEW government-backed defence electronics company has been created in Australia to bid for local contracts which are traditionally won by international groups and to compete for export orders.

Formation of the Adelaide-based company has been promoted by the South Australian state government.

It links the technology group AWA, formerly Amalgamated Wireless Australasia, with the state's Superannuation Fund Investment Trust, and will include the interests of Thorn EMI Electronics Australia and Fairley Australia.

Known as AWA SA Defence Industries, the new group will have expertise in electronics, optics and acoustics, and the technical, financial and managerial capability to be a prime contractor for major projects.

It says it will be participating in four existing defence contracts worth A\$12.5bn (US\$5bn) - for new submarines,

new frigates, the FA-18 Hornet fighters and the Black Hawk helicopter - and will bid for a further A\$1.3bn in contracts to supply electronics defence systems, including the Jindalee over-the-horizon radar.

"We have taken a once-only opportunity to draw together Australia's fragmented talent base in defence electronics and create a single substantial Australian supplier with the skills, size and financial strength to compete as a prime contractor for the larger defence contracts traditionally performed by international players," Dr Peter Crawford, AWA's managing director, said.

"The new group will compete vigorously to win a large share of exports of Australian defence-related equipment which, under new defence export principles, are projected to increase to A\$600m per year within five years," he added.

He claimed some multinationals were already vying for

collaborative arrangements with the new group.

Involvement of the Thorn EMI subsidiary springs from the parent company's decision to sell its 70 per cent interest. The Superannuation Fund Investment Trust, which holds the other 30 per cent, has preemptive rights over the stake and is injecting it into the consortium.

The Trust will do the same with Fairley Australia, which it bought recently to prevent it being sold elsewhere. Together with various AWA interests and Thorn EMI's Canberra-based software group CS, the consortium will have an estimated annual turnover exceeding A\$100m.

AWA will hold 65 per cent of the venture and the Trust 30 per cent. The workforce will number about 1,000.

Mr Kim Beazley, Defence Minister, welcomed formation of the consortium.

# A challenge for high-tech censors

Peter Montagnon sees problems looming for those trying to stop sensitive technology reaching the Soviet Union

THE European Community's plan for a single internal market by 1992, along with economic and political reform in the Soviet Union, have begun to pose a challenge to Western officials engaged in preventing sensitive technology reaching the Soviet Union.

Experts agree that both developments pose fundamental questions for the future operation of the 16-nation, Paris-based Co-ordinating Committee on Multilateral Export Controls (CoCom). The US has campaigned vigorously to ensure that export controls are not relaxed, believing that they will be maintained in the West's technological advantage.

They believe CoCom hampers the development of East-West trade and its restraints are increasingly unnecessary in the new climate of détente.

So far CoCom has responded by trying both to streamline its list of sensitive industrial items and to beef up enforcement procedures in a way that would allow controls to be progressively dismantled for industrial trade among CoCom members. But despite the creation of the executive committee earlier this year to oversee this process, there is agreement on both sides of the Atlantic that progress has been slower than intended.

Paradoxically the US sanctions against Toshiba of Japan for selling to the Soviet Union technology for use in the manufacture of ultra-quiet submarine propellers have led to greater awareness of the need for better enforcement as well as cries of outrage at the political level.

Not only has Japan tightened up its own official arrangements, businessmen in other CoCom countries say they have been scared by the strict rules regarding their own internal vigilance. But the US remains worried by what it sees as laxness among some CoCom members which led, for example, to the arrest last January of four French businessmen on a charge of exporting highly sensitive electronic material to the Soviet Union.

Its continued search for a rigorous and harmonised system of controls and enforcement have put it at odds with some of its allies who would prefer each country to continue to operate a national system along individual lines.

Mr Allan Wendt, the State Department's general responsible for strategic technology trade, says the administration "hasn't yet decided how to handle this issue, but he says the US still wants to make CoCom more effective through better enforcement and streamlining of the list of restricted products. "The US has entered into that effort with determination and good faith - and that will continue," he says.

# Seoul lifts more trade barriers

By Maggie Ford in Seoul

FOREIGN businessmen have welcomed new rules issued by the South Korean government which lift barriers on the marketing of imported products, previously restricted to local trading companies.

The move follows pressure from Washington and Brussels on South Korea to open its market to reduce trade surpluses.

Despite past easing of restrictions ranging from outright bans to high tariffs on many products, businessmen have complained that the controls on trading have in effect meant that the market remains closed.

Under the new rules, foreign subsidiaries or joint ventures in South Korea will be able to import and distribute all but 12 restricted items. These include agricultural products, fuels, books and newspapers, alcohol, works of art and agricultural chemicals.

In the past all imports of finished products have been in the hands of South Korean trading companies. Joint ventures involved in manufacturing were allowed to import machinery and some raw materials but those not involved in industry were banned from trading at all.

Businessmen expressed cau-

tion that the government could still impose underlying restrictions in areas such as customs, inspection and package regulations. Most felt, however, that the Government's move did involve a commitment to genuine free trade.

"It's a very promising trend," said one trader. "Japan and Taiwan lifted these restrictions years ago. It will have a good effect on consumer prices and help the South Koreans reduce the inflation rate through cheaper imports."

The move is also likely to introduce a wider range of higher quality foreign products to South Korea.

Yet CoCom itself, which groups Nato countries minus Iceland and plus Japan, is moving only slowly to confront the issues. Though they will loom large in the background at its twice-yearly executive committee meeting in Paris next week, officials warn that the meeting is unlikely to produce much change.

Theoretically the EC's 1992 project should give a speech, and horses through the system of national controls under which CoCom operates. Because the barriers to trade within the EC will come down it will be hard to police sales of sensitive material within the EC. The US worries that this will create an escape route for European technology to be sold to the Soviet bloc via countries such as Greece and Portugal which are lax in enforcing export controls.

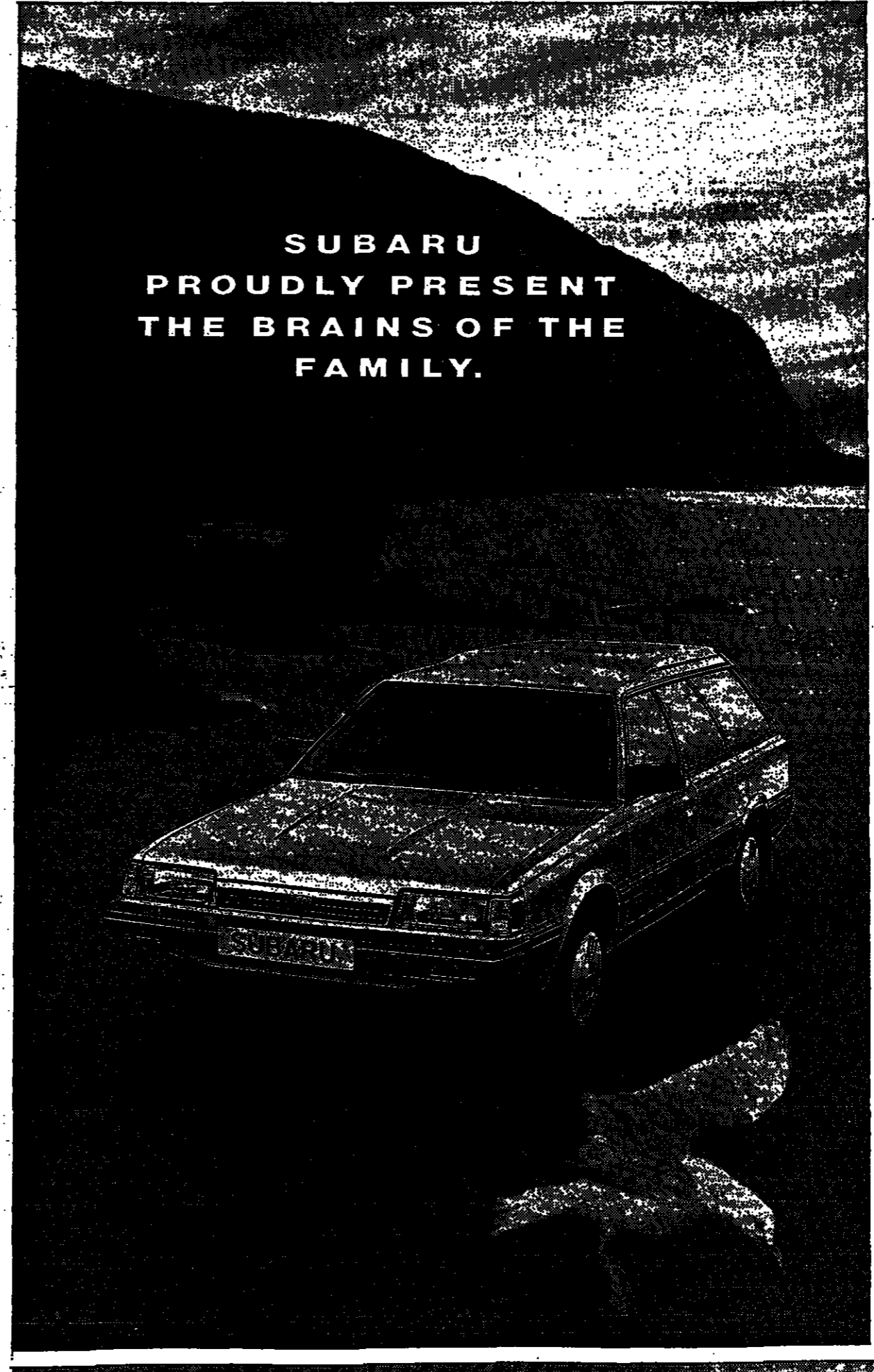
Its demands for tougher enforcement come as many businessmen in Europe, particularly in West Germany, have begun to question the need for continued rigorous controls.

Through the US has made progress towards eliminating obsolete industrial items from the controlled list, industrialists say the effort among European governments has been less concerted. The West German Foreign Ministry acknowledged that it was "laborious." It said Bonn agreed with its CoCom partners that CoCom should be strengthened through cuts in the list of proscribed material and better enforcement procedures. There is little doubt, however, that pressure is growing in German industry for a more radical overhaul.

The chances of such a process being set in train at the forthcoming executive committee meeting are slim.

Not only does the US continue to regard its relationship with the Soviet Union as basically adversarial, it is not even ready to consider relaxing the special restrictions applied to the Soviets because of the invasion of Afghanistan. The Soviet timetable did not envisage complete withdrawal before February 1989 and it is not certain that even that will be met.

Meanwhile, the operation of export controls could become even more complicated in future as the emphasis



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**PHILIPS**

AMERICAN NEWS

Chile business confidence bounces back

By Barbara Durr in Santiago

CHILE'S stock market and parallel dollar rate have largely returned to normal following the defeat of General Augusto Pinochet in a plebiscite earlier this month.



General Pinochet: loser at the polls

According to Santiago's Chamber of Commerce, the parallel dollar has bounced back to pre-plebiscite levels. It now hovers around 230 pesos, after shooting up to 320 pesos the day after the vote.

Soundings about Chile's future, Mr. Manuel Fajó, president of Chile's most important business association, the Confederation of Production and Commerce, said: "Democracy is the best system for private enterprise."

But he cautioned that new project and investment decisions could be delayed until the picture is clearer. Mr. Felio and other business leaders have said that the current uncertainty stems from a lack of clarity about the opposition's economic programme.

The opposition has focused far more of its energies on its political programme. Its joint statements on the economy have generally stuck to the safe ground of macroeconomic issues.

But there have been hints, particularly on wage increases, changes in labour and mining laws and a halt to privatisation, that there could be significant disagreements among its ideologically diverse members on how the economy should be managed if they win next year's presidential elections.

Dukakis battles on as Bush widens lead

GOVERNOR Michael Dukakis, trailing in opinion polls, campaigned in Michigan yesterday under his strategy of concentrating on key states in the US presidential election, agencies report from Washington.

Other recent polls have shown Mr. Bush with a solid lead over more than 200 electoral college votes compared with fewer than 100 for Mr. Dukakis.

Mr. Dukakis has opened his new offensive - aimed at 20 heavily populated states - in the industrial Midwest. He targeted the economic problems of Ohio, Michigan and Illinois, known as their heavy industries close, as the "rust belt."

He told factory workers in Dayton: "Every week we lose thousands of manufacturing jobs." The trend would continue if Mr. Bush became President, he said. "His record tells America's heartland 'let it rust'."

Mr. Bush, wary of over-confidence, toured a defence plant at Denver, Colorado. He promised military researchers that, as President, he would press ahead with the controversial Strategic Defence Initiative known as "Star Wars" and other strong defences.

Mr. Bush, who has said he would balance the federal budget by 1991 or 1992, said: "We do not need major increases in defence spending nor can we afford major decreases."

Amazon law suit ruffles feathers in Brazil

By Ivo Dawson in Rio de Janeiro

A CONTROVERSIAL legal action against two Amazon Indian chiefs and an American anthropologist has exploded on to the front pages of Brazil's newspapers after a federal judge refused to hear testimony from a defendant because he was not dressed in "civilised" clothes.

Cubel, heir to the chieftain of the Amazonian Caiapos tribe, had arrived at the Belem court house with 400 warriors, arrayed in their traditional uniform of feather head-dress, jewellery, red and black war-paint and machine-made cotton football shorts.

When told he must return in trousers and shirt if he wished to be heard, Cubel declared the decision to be cultural arrogance and returned with his tribesmen in a convoy of buses for his village on the Xingu river.

So skilled, however, was the defendant's public relations (Cubel is said normally to prefer jeans), that it has somewhat overshadowed what Indian rights lobbyists claim is a classic example of the patronising and contemptuous behaviour of the Brazilian government to its indigenous people.

Cubel, his friend, Paulinho Paican and Dr. Darrell Posey, an ethnobiologist, are facing charges under the so-called "Foreigners Law" - a statute that carries jail sentences of up to three years and possible deportation to those proved to have deliberately damaged Brazilian interests abroad.

The actions were brought after Dr. Posey had travelled with the two Indians to Florida in January at the invitation of an academic symposium on tropical forest management.

On their return to Brazil, all three were charged by Justice Ministry prosecutors with damaging the reputation of Brazil. It is alleged against Dr. Posey that he manipulated the Indians into making the visit in order to make difficulties for Brazil's hydroelectricity programme.

Local press reports have claimed that the US visit played a major role in delaying the conclusion of a \$500m World Bank power sector loan - a claim denied by Bank officials this week.

The defendants and their supporters say that the Government has brought its charges to intimidate other Indians from making their case for the protection of their tribal homelands from dam projects.

After last week's incident, Cubel has launched a legal action against Judge Iran Velasco Nascimento for racism, in breach of Article 5 of Brazil's new constitution.

The case has now become a cause célèbre both within and outside Brazil and was raised by the British rock singer, Sting, this month during the international human rights concert tour organised by Amnesty International.

The Brazilian authorities have long been angry at what they see as continual foreign interference in the country's internal affairs by anthropologists, missionaries and lobby groups.

Earlier this month, Survival International, a London-based Indian rights group, organised demonstrations outside 13 Brazilian embassies in protest against plans to reorganise territories of the Yanomami tribe on the North-Eastern border of the country.

Insurer warns over forced premium cuts

By Nick Banker

MERCURY General, a medium-sized insurance company in Los Angeles, has become the first US insurer to say it faces insolvency if voters in California next month approve a measure backed by Mr. Ralph Nader, the consumer rights advocate, calling for mandatory 20 per cent cuts in motor insurance premiums.

Mr. Keith Parker, Mercury's chief financial officer, said the measure would cut its revenue by an immediate 30 per cent, and deplete its capital to the point of insolvency within 15 months.

Recent polls have shown that the Nader-backed proposal, known as Proposition

103, is the most popular among five insurance-related initiatives due to appear on the state's ballot papers on election day, November 8.

All five are aimed at reducing the high cost of motor insurance, which has reached crippling levels in the most densely urbanised areas of Los Angeles in particular.

Earlier this year, Ms. Roxana Gillespie, the state's Insurance Commissioner, released a survey showing that in the high-wood area of Los Angeles a 21-year-old woman would have to pay at least \$1,533 a year to insure a standard private car.

Motor insurance has become one of the biggest election

issues in California, where the insurance industry has spent more than \$40m on a publicity campaign aimed at reducing rate-cutting measures proposed by Mr. Nader and by the state's trial lawyers association.

Until Mercury made its announcement however, no insurer had publicly confirmed that the Nader-backed measure's impact would be severe enough to force it out of business.

Mr. Parker said the company was especially concerned because it relies on Californian motor insurance for 90 per cent of its premiums.

He said Mercury had made its announcement simultaneously with filing an advance application with regulators for exemption of the rate cuts under Proposition 103, on the grounds of threatened insolvency.

"We are the first company to file," Mr. Parker said. "If the proposition is approved the Insurance Commissioner will have to hold hearings about exemptions and we want to be first in line."

The rest of the US property/casualty insurance industry is watching the California ballot proceedings with anxiety, because with \$9.5bn of total 1982 property/casualty premiums the state accounts for 15 per cent of its total turnover.

Venezuelan front-runner outlines plans

By Ann Charters in Caracas

MR CARLOS Andres Perez, the front running presidential candidate and former Venezuelan president outlined his governmental programme on Monday with priorities placed on making Venezuelan democracy "socially efficient."

With the December 4 election in view, he promised a modern Venezuela where the poor reaped the benefits of development and where the economy is less strapped by the state and more productive.

Mr. Perez, who called the country's economic situation a crisis due to its foreign debt and its dependency on oil revenues, proposed the construction of a "new economy oriented towards productivity, competence and equality."

Venezuela should be able to supply domestic markets, pay for imports with its own exports and generate earnings and profits that were compatible with acceptable levels of social well-being.

In what could be an opening for the private sector, he said he would limit the discretionary power of the Government in the economy to "strategic participation" in such areas as promoting private sector exports and in clearly defining the functions of the public and private sectors.

Judge denounces accusations by Drexel

By Roderick Oram in New York

THE FEDERAL judge hearing the huge securities fraud case against Drexel Burnham Lambert has refused to remove himself from the trial, saying that the Wall Street firm's accusations that he was violating conflict of interest rules were bizarre, far-fetched and ludicrous.

In a strongly worded opinion Judge Milton Pollack agreed with the federal government, the Securities and Exchange Commission and plaintiffs in related cases that he should

remain on the Drexel case. "The antics" of Drexel's counsel in attempting to frustrate the filing of the SEC's charges against it "are an affront to the civility which must attend the conduct of litigation," Judge Pollack said.

Drexel, which said it would ask the New York appeals court to force Judge Pollack's removal, had argued that his impartiality could be questioned because his wife is about to gain \$20m when her family sells its interest in a

department store. Drexel is helping the buyer raise the finance but will have no direct contact with Mrs. Pollack.

The SEC's case against Drexel and four senior officers including Mr. Michael Milken, the leading figure in its junk bonds operation, is the largest securities fraud case in decades and grew out of investigations into Mr. Ivan Bosky.

Drexel's accusations led to heated court room exchanges last week between its counsel and Judge Pollack, who is reputed to be tough on white-collar crime. Despite the adverse rulings so far, Drexel's tactics are paying off, lawyers observing the case say.

The Wall Street firm has managed to shift the focus away from the long list of SEC charges and is possibly delaying the filing of criminal charges against it.

Meanwhile, its counsel has goaded Judge Pollack into angry remarks which could weigh in Drexel's favour in the appeals courts.

MEXICO: BACKGROUND TO US LOAN

Steering a skilful course through the debt crisis

Stephen Fidler looks at Mexico's non-confrontational but adept approach to its creditors

FROM the moment of Mexico's announcement in August 1982 that it could not meet its foreign debt repayments, which marked the beginning of the developing country debt crisis, the country has provided the touchstone for the problem.

In the eyes of those who have followed the crisis, Mexico - whose \$100bn of foreign debts make it the second largest debtor in Latin America after Brazil - has probably handled the last six difficult years more skilfully than any of its southern neighbours.

While always keeping the possibility of default very much as a background possibility, Mexico has been among the least confrontational of debt countries. Yet, it has been swift to move to take advantage of any weakness it perceived in the armour of its creditors.

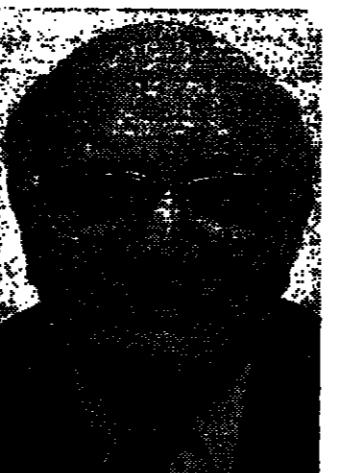
Thus in February 1981, when Brazil confronted its creditors and declared a moratorium on interest payments to banks, it was Mexico which moved quickly to gain most of the

advantage from that. It wrapped up \$7.7bn in new loans from banks at a interest rate margin of 3 percentage points, still the lowest margin obtained by a developing country debtor. Brazil itself was forced to return later to the fold after an exercise in confrontation which cost it an estimated \$1.5bn to \$2bn.

Despite widespread opposition, the country's more than 500 commercial banks were shoehorned into the deal by the US administration and particularly by the then chairman of the US Federal Reserve Board, Paul Volcker.

Indeed, the US card is one Mexico has played several times before the announcement on Monday of a \$3.5bn bridging loan. It is a card which Mexico, being the closest geographically to Washington, gets dealt more often than other Latin American debtors, but it is one it must play most carefully because of domestic sensitivity in Mexico to dependence on the US.

Apart from this, Mexico has presented a more unified and



Paul Volcker: pressure on commercial banks

consistent face to its creditors than almost any other country over the last six years. During the entire six years of the Miguel de la Madrid presidency, the president himself been a supporter of economic orthodoxy. Furthermore, the personal in his debt negotiation

team, led by the able and respected Mr. Angel Gurría, has changed little. Thus, by contrast with many other states, Mexico's negotiators bring as much experience to the negotiating table as the bankers on the other side of the table.

Mexico has also taken a leading role in development of debt reduction techniques which have now become the vogue. The idea now current among bankers and many debtor governments is that debt reduction will have an important role in alleviating the debt burden of many countries.

Mexico led the way earlier this year with an offering of what has come to be called Asteo Bonds. The bonds, collateralised against 20-year zero coupon US Treasury bonds, were exchanged for discounted debt held by the banks.

Although the issue itself was not regarded as a huge success - \$2.56bn of bonds was issued in exchange for \$3.66bn of debt and a further \$492m of reserves were used up to buy the US zero-coupon bonds - the technique was thought to be usable



Angel Gurría: able head of the Mexican team

elsewhere. The problem appeared to be that bankers were not worried about the eventual payment of principal, but wanted to be certain about the next few years' interest payments. With this in mind and before the recent drop in reserves, Mexico was content

plating another issue.

Being an oil producer, Mexico's economic fortunes - and those of Venezuela - often follow an inverse pattern to those of its oil-importing neighbours. This is one reason why the focus of the crisis appears to swing among the big three debtors, Argentina, Brazil and Mexico.

Despite successful efforts to increase non-oil exports, which rose 40 per cent over the last two calendar years, the country still remains vulnerable to falling oil prices and rising US interest rates. Of course, both happened this year.

The US standby financing should do much to help Mexico over the next few difficult months. But the eternal problem will remain next year: how to ensure economic growth while maintaining net transfers of funds to creditors. Interest payments alone this year are estimated at \$9bn, and next year they can be expected to be even higher.

Commercial banks worried at funding implications

By Stephen Fidler, Euromarkets Correspondent

THE SCALE and the timing of the US bridging loan for Mexico surprised most commercial bankers yesterday, and most admitted to mixed feelings about the deal.

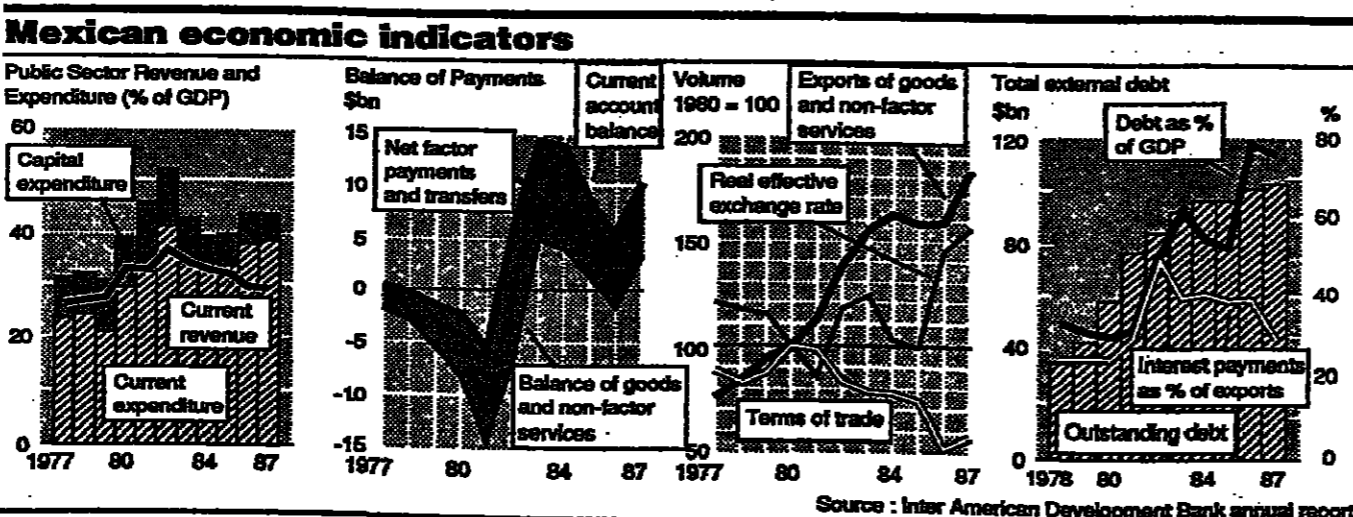
While they welcomed the explicit evidence of strong US support for Mexico at an uncertain time, they were also worried that the implication might be that Mexico would soon be tapping the commercial market for funding next year.

Until Monday, most banks believed that Mexico would not need to ask them for funds until late next year at the earliest.

New money

Yesterday, despite the heightened prospect that they would be called on to provide funds, many bankers said they believed that the country would still not need new money for some time from the commercial banks.

Nevertheless, if the banks were called upon, a number of problems present themselves: ● As currently envisaged,



Source: Inter American Development Bank annual report

there will be no standby programme for Mexico from the International Monetary Fund. The Fund is expected to provide a special contingency financing of between \$300m and \$900m to compensate the country for a drop in oil prices, while the World Bank is expected

to provide \$1.5bn or more in loans. Banks have always insisted on IMF standby programmes before lending new funds, and many would be extremely reluctant to lend unless such an IMF accord were in place. ● Bad feeling about the previ-

ous \$7.7bn commercial bank financing. Many banks outside the US objected to being pressured by the US into the financing. ● The problem of so-called "free riders," banks which are happy to receive interest payments on their loans but which

never cough up new money. Many bankers believe that unless the option of interest capitalisation is allowed, many bank lenders will ignore any new call for funds. ● Because Mexico does not appear to be in desperate straits, some banks will be

Mexican sigh of relief at \$3.5bn US bridging loan

By Our Foreign Staff

THE Mexican Government yesterday appeared relieved by the speed and willingness of the US Government in providing an unprecedented \$3.5bn in bridging finance.

Senior officials said that the agreement, hammered out over the weekend in Washington, represented a highly visible endorsement both of Mexico's economic adjustment policies and of Mr. Carlos Salinas de Gortari, who takes over the presidency on December 1.

Mr. Salinas's economic team has been increasingly assuming control of the economy since he was confirmed as president last month. Foreign debt has been treated as a priority since Mr. Salinas has frequently inferred that Mexico cannot sustain its current level of debt service and resume economic growth. His supporters said he had a cushion of financial support and would clearly demonstrate that future economic strategy enjoyed the full confidence of the US.

His office yesterday described the loan as unprecedented and said it would help Mexico face unfavourable circumstances over which it had no control, particularly falling oil prices and rising interest rates. "These resources, added to

an excellent level of reserves, will allow the government to face external factors over which it has no control," it said.

The loan offer was "a good sign for advantageous ties which Mexico intends to have with the United States", it added.

The highly secret negotiations and quick conclusion of the broad outlines of the US bridging finance caught the opposition by surprise.

However, the increasingly powerful opposition movement led by Mr. Cuauhtémoc Cárdenas, the leftist candidate who claims he was deflected of victory in the July presidential elections, is expected to make political capital out of the deal. Opposition economists indicated yesterday that, even without knowing details of the conditions of this US assistance, Mexico would be further alienated to the states of the International Monetary Fund and World Bank.

A World Bank team is understood to be in Mexico examining fresh assistance. The Bank is already funding structural adjustments in trade policy to the tune of \$1bn. It is still not clear whether a mission from the Fund will also be coming to Mexico in the near future.

Treasury and Federal Reserve statement

THE US financial authorities have issued the following statement on the Mexican loan package:

The Treasury Department and Federal Reserve welcome the economic measures recently announced by the Government of Mexico. The US financial authorities believe that these measures build upon the progress already achieved in the sustained adjustment effort undergone by the Mexican economy. Mexico's adjustment record, particularly the process of fiscal consolidation and the structural transformation of

its external sector, has established the basic conditions for the renewal of sustained economic growth.

In the context of normal consultations between countries with close economic relations, US and Mexican authorities have agreed that Mexico's strengthened economic policies merit support. Accordingly, the US Treasury and Federal Reserve are prepared to develop a short-term bridge loan of up to \$3.5bn, depending on the development of loan programmes by Mexico with the World Bank and the International Monetary Fund.

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& Hemsip

& Lulliborange

& Cherry Blossom

& Omer

& Mellonian

& Supersoft

& Airwick

& Camison

& Veil

& growing

& growing

In the first six months from sales of £682.49 million pre-tax profits have grown by 15.5% to £86.14 million. Earnings per share have grown by 20.6% to 35.16p and the dividend is up by 17.3%.

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OVERSEAS NEWS

# Burma battles with insurgency

Richard Gourlay reviews an embittered history of minority unrest

**B**URMESE rebels seeking greater autonomy from the central Government yesterday won a three-week battle for a forward military post near the Thai border. Rangoon Radio last night confirmed that the post had fallen to guerrillas of the Karen ethnic minority and said a regimental commander and 34 other government soldiers had been killed.

The Karen guerrillas, the strongest of the dozen insurgent groups fighting for autonomy within troubled Burma, occupied two camps near Methaw, on the west bank of the Moei River separating Burma and Thailand.

The Government announced that students who recently joined the guerrillas must return home by November 15 or be regarded as rebels. Official "reception centres" have been established at 27 towns in areas bordering Bangladesh, India, China, and Thailand. The students are supposed to check into these centres before being sent home.

Officials of the various rebel groups say more than 9,000 students and other civilians have arrived at their camps since September 18 when General Saw Maung took power as Burma's fourth leader in two months and crushed the pro-democracy movements in the cities.

As well as fighting the Government, many of the insurgent groups fight each other. When Burma's leader for 26 years, U Ne Win, nominally resigned on July 23, Karen and Mon minority insurgents in the south had just started fighting over who should tax goods smuggled through the Three Pagodas Pass from Thailand.

Now, Three Pagodas town is abandoned after bloody fighting, the ground strewn with landmines, according to monks and the Thai army. But the Mon and Karen remain more interested in their ancient rivalry than in current events in Rangoon. Burma's ethnic insurgencies and the National Democratic Front, which tries to bind them together, have played no part in the main event. They remain a forgotten sideshow in a country already in the wings of the world stage.

Many diplomats and experts hold the view that if Burma is to move ahead, once a stable government emerges from the current hiatus, the minorities' demands will have to be addressed in a way that no government has succeeded in doing since independence in 1948.

"We want multi-party government - that will come from outside and internal pressure - but to get lasting peace we need to solve the ethnic question," said Dr Tu Ja, the foreign secretary of the National Democratic Front which is based in Mae Sot, a Thai town made prosperous by cross border trade.

The insurgents have been a steady drain on resources. The 175,000-strong Burmese army has been fighting serious campaigns almost non-stop for 40 years. Insurgent-backed minorities also control areas that hold some of Burma's richest bank, jade, minerals and possible oil deposits which, as a result, remain under-developed. Rangoon is also largely unable to prevent large amounts of smuggling, particularly of prized Burmese jade, across borders with China and Thailand areas which are mostly in insurgent hands.

Judging the insurgents' strengths and weaknesses is an imprecise science - which ones are nationally motivated and which, like Khun Sa's opium army, have become or always have been fronts for banditry or smuggling. Diplomats and the few experts who have travelled through Burma's hinterland believe the insurgents can muster about 25,000-30,000 fighters. The majority are north and east of Mandalay with the large, but lately ineffectual, Communist Party of Burma and the best-organised Kachin Independence Army. Smaller ethnic armies include one of the oldest groups, the Karen National Liberation Army, the Shan armies, which suffer from chronic internal bickering, the Mon, the Karenni and the Paluang.

Together, minority groups

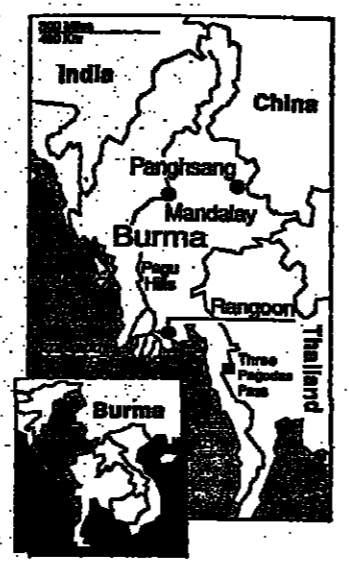
make up about 40 per cent of Burma's population of 38m, although many of them live in the lowlands where the majority Burmans are in control, diplomats estimate. The insurgents appear to have total control of a third of Burma, which is about the size of Texas, with the better organised groups, such as the Kachin, operating permanent hospitals, schools and some small towns.

Ne Win has relentlessly pursued a policy of trying to defeat the insurgents. However, the NDF under Kachin guidance has officially relaxed demands for independence and is now calling for a Burmese federation. This is not a common position. The Communist Party of Burma is bent on forming a Marxist Leninist government in Rangoon. And the Karen still cling to the hope of an independent state. Any solution will have to recognise 40 years of pent-up resentment of Rangoon's supremacy, dating from the rocky first years of independence from Britain, diplomats say.

The country started to disintegrate, without the unifying hand of Aung San, the revered nationalist leader who was assassinated shortly after negotiating an independence from Britain that respected the minorities' interests. Two weeks after British soldiers left, the Communist Party of Burma revolted in the Pegu Yoma hills, north of Rangoon. Then a large contingent of Karen soldiers defected from the Union Army to join the Karen National Defence Organisation.

Within a year of independence the country was in a state of civil war, aggravated by a residue of Chinese Nationalists (Kuomintang) who had fled across the border from Mao Tse-Tung's army. After a lull in fighting in the mid-1950s, the insurgents picked up again with the formation of Kachin and Shan armies in the 60s and 70s respectively and heavy military backing from China during the cultural revolution for the fading Communist Party of Burma.

The insurgency problem continued throughout this decade and is one of the few aspects of Burma's internal problems which looks just the same now as it did before the wave of unrest and political crisis broke out three months ago.



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## OPPOSITION PARTY CALLS FOR FREE ENTERPRISE

**BURMA'S** main opposition party said yesterday that it wanted an end to the country's international isolation, bringing in foreign investment and replacing the rigid socialist economy with free enterprise, AP reports from Rangoon.

In a nine-page policy statement, the National League for Democracy said it would seek closer relations with foreign countries and participate in international and regional economic organisations.

The statement said its policy would be to return nationalised enterprises to their original owners and privatised or abolished all but a few state enterprises vital to the nation.

The first priority, it said, would be ending ethnic insurgencies that were "draining

the country's resources and hampering development."

Despite weeks of violent political protest, the military-backed Government reasserted control on September 15. But it allowed the formation of opposition political parties and promised general elections without setting a date for the polling. So far, 22 parties have been formally registered with the Government, including the powerful National Unity Party that has wielded power for the past 26 years under a different name.

The Government has admitted that more than 450 people were killed in a campaign to restore law and order and 1,120 people have been recruited to act as paid porters for the military.

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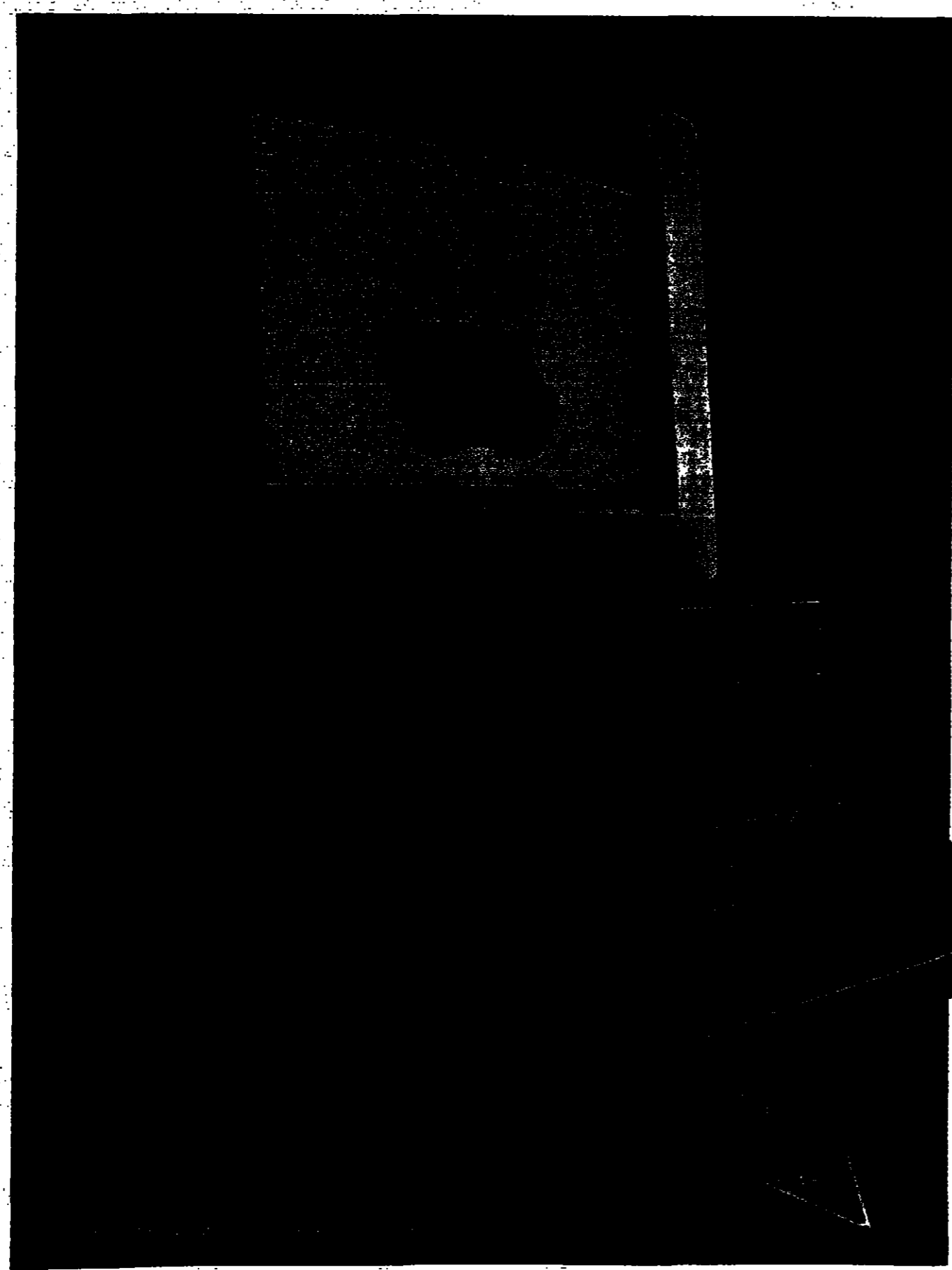
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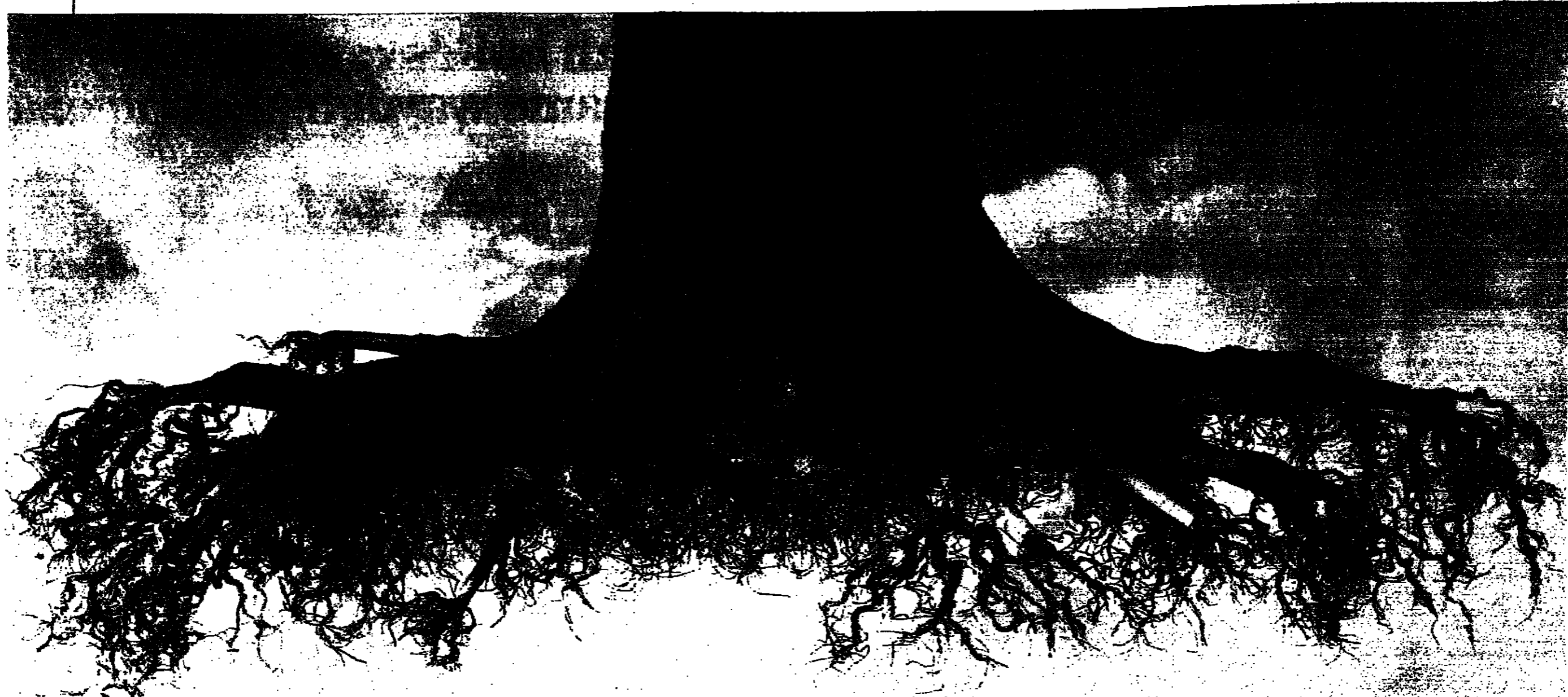
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# Government surplus may exceed £8bn for year

By Simon Holberton, Economics Staff

THE GOVERNMENT is well on the way to achieving a surplus of more than £8bn for this financial year according to Treasury figures published yesterday.

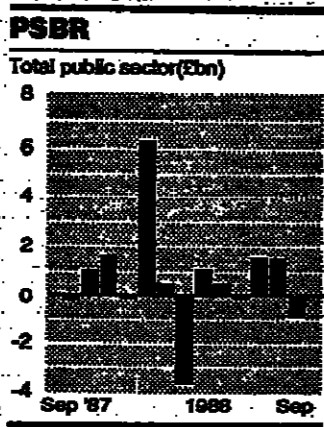
The figures show that although the Government borrowed nearly £1bn in September, it is set to repay a lot of debt this financial year.

The monthly figures for the public sector borrowing requirement, which include a breakdown of expenditure and revenue, show a Public Sector Borrowing Requirement (PSBR) surplus of £2.7bn for the first six months of this financial year.

Revenue growth is significantly higher than predicted by Mr Nigel Lawson, Chancellor of the Exchequer, in his budget in March this year, and expenditure appears to be lower than forecast.

Mr Lawson will make a new forecast for the PSBR in the Autumn Statement next month and economists in the City of London expect him to estimate a PSBR surplus of about £8bn.

UK financial markets hope that the Chancellor, in his annual address to



the City of London at a Mansion House banquet, will explain his policy towards the repurchase of Government debt.

Inland Revenue receipts in the first six months of the financial year were 8 per cent higher than in the same period a year earlier and receipts from customs, excise and value added tax were 13 per cent up.

The Treasury estimated that Inland Revenue receipts would rise by 6 per cent this year and

customs and excise receipts by 7 per cent.

On the expenditure side, supply expenditure was 5 per cent higher in the first six months of the year than for the same period last year.

In the budget the Treasury forecast that public expenditure, a slightly different category from supply expenditure, would rise by 7.4 per cent.

The Treasury said the September figures were slightly distorted by the effects of the postal strike.

This lowered Inland Revenue receipts by some hundred millions of pounds. In addition, there was also the payment of a rebate to the major oil companies for Advanced petroleum revenue tax.

Advance petroleum revenue tax was phased out in 1983 and the last payment by the oil companies of APRT was made in 1988. The Revenue paid a rebate of £400m to the oil companies and this is expected to be the last large scale rebate.

Petroleum revenue tax yielded £200m during September leaving a net rebate of tax to the oil companies of £100m.

# Ford US to invest £725m in UK plant

By Kevin Done

FORD Motor of the US, world's second-largest automotive concern, is to invest £725m to build a new engine plant at Bridgend, South Wales, in a move claimed by the company to be the largest single investment ever made in a vehicle engine plant.

The investment will be the largest made by any motor manufacturer in the UK, exceeding the £510m being invested by Nissan in Japan in its car assembly plant in north-east England. It confirms Ford's intention to make the UK its major European centre for engine production.

The case hinged on the meaning of the word "obtained" in the 1985 Company Securities (Insider Dealing) Act. The Act makes it an offence for a person to deal in shares on the basis of unpublished, price-sensitive information which he knowingly obtained (directly or indirectly) from another individual.

Mr Brian Fisher, London barrister and businessman, was acquitted on two insider dealing charges after a court ruling that he had not knowingly obtained price-sensitive information, but had been given it without soliciting it.

After yesterday's ruling - which is to be reviewed by the Law Lords, the final court of appeal - the DTI was said to be carefully considering its precise terms.

Mr Fisher said the ruling tightened up the market place and forecast that the part of the act which dealt with secondary insiders would prove "unworkable".

His acquittal is unaffected by the appeal judges' ruling, which had been sought by Sir Patrick Mayhew, Attorney

# Verdict on insider dealing is handed down by the book

Raymond Hughes examines the recent court ruling

THE Appeal Court ruling yesterday on the meaning of the word "obtained" in the legislation against insider trading will have been greeted with relief by the Department of Trade and Industry.

The DTI is at the forefront of the Government's attempt to curb insider dealing and is responsible for investigating and prosecuting suspected offences.

The three judges said those who knowingly dealt in shares on the strength of unpublished, price-sensitive information would be guilty of insider dealing, regardless of how they came by the information.

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Mr Fisher said the ruling tightened up the market place and forecast that the part of the act which dealt with secondary insiders would prove "unworkable".

His acquittal is unaffected by the appeal judges' ruling, which had been sought by Sir Patrick Mayhew, Attorney

General, only as guidance on the law for the criminal, or Crown, courts in future cases.

Mr Fisher's lawyers took part in the hearing - which was not an appeal in the ordinary sense - to give the judges the benefit of an alternative argument on the law to that put forward by Sir Patrick.

Had the three appeal judges decided differently, the DTI would probably have had to drop at least some of the cases already before the courts or under investigation.

It has 31 cases on its books including one awaiting trial at Oxford Crown Court, three others due for preliminary hearings and 19 being investigated.

Insider dealing was made an offence in June 1981, under the 1980 Companies Act. The case involving Mr Fisher was the DTI's first reversal in prosecutions under the 1985 Act.

Mr Fisher was the first person to fight an insider dealing prosecution. Southwark Crown Court was told in April that he had approached Thomson T-Line, an affix caravan manufacturing company, with an offer to buy.

While the offer was being discussed with Kleinwort Benson, the company's financial adviser, Mr David Thomson, the company's chairman, made a private sale arrangement.

Miss Rosalind Hedley-Miller, a director of Kleinwort Benson, had felt it proper to inform Mr Fisher of what had happened. She told the Crown Court she had felt she had an ethical responsibility to advise Mr Fisher of the other bid and the fact that an announcement would shortly be made.

"I would not normally give price-sensitive information to other potential buyers," Miss Hedley-Miller said, "but I thought Mr Fisher had been

treated unsatisfactorily.

"I felt he was owed an explanation, but I had to be careful what I told him. I felt embarrassed about letting him down and warned him that what I was about to say would make him an insider."

Ten minutes later, Mr Fisher telephoned his stockbroker and bought 6,000 shares in Thomson T-Line, selling them five weeks later for a £3,340 profit.

The defence successfully argued that Mr Fisher had no case to answer because he had not solicited the information from Miss Hedley-Miller and therefore had not "obtained" it.

Judge Gerald Butler turned to the Shorter Oxford Dictionary and found the meaning of "to obtain" given as "to procure or gain, as the result of purpose and effort."

He concluded that, in the context of insider dealing, obtaining involved "actively seeking or acquiring information" not merely accepting or receiving it.

He directed the jury to acquit Mr Fisher.

The appeal judges also had recourse to dictionaries - both the Shorter Oxford and Webster's New International - from which they concluded that "the word is capable of supporting the contention of either party."

Lord Lane, the Lord Chief Justice, and his two colleagues derived more help by delving into the history of the 1985 Act to see what Parliament's intention had been.

They concluded "that Parliament intended to penalise the recipient of inside information who deals in the relevant securities, whether he procures the information from the primary insider by purpose and effort, or comes by it without any positive action on his part."

# Venezuelan group buys site joining St Paul's

By Paul Cheseright, Property Correspondent

PATERNOSTER SQUARE, a complex of offices by St Paul's Cathedral in the City of London, is passing into Venezuelan ownership.

The redevelopment of the site has excited the concern of the Prince of Wales.

Mountleigh, the property group which owns Paternoster Square, announced yesterday that it was selling the property, with four other central London office buildings, to Organization Diego Cisneros (ODC) for £317.5m.

ODC is a privately owned multinational group controlled by the three Cisneros brothers. It is based in Caracas and its interests stretch from property and manufacturing to sports goods, baby products and Pepsi Cola franchises. It has annual sales of about \$2bn.

It is ODC's first major property purchase in the UK. The deal was struck early yesterday after lengthy negotiations in a Rotterdam hotel.

Paternoster Square, covering 4.3 acres, was developed in the 1960s to provide 307,000 square feet of offices. The Prince of Wales and others have described it as an eyesore and redevelopment is seen as a second chance to create a complex of buildings which would sit felicitously with St Paul's.

Arup Associates won an international competition to produce a masterplan for the area and its work was the focus of an exhibition during the summer. Mountleigh, which gained full control of Paternoster Square last May, said that it expected to be engaged in the project as manager for ODC.

Analysis, Page 36

# Statistical Office admits errors in September national accounts

By Ralph Atkins, Economics Staff

ERRORS AND omissions mean large parts of a government book of statistics published last week are useless, officials admitted yesterday.

The Central Statistical Office (CSO) national accounts, in its September monthly digest of statistics, were unreliable and people were advised to use other sources.

Its admission will further undermine confidence in the government statistical service. Independent economists have complained for some time of inaccuracies and an internal Treasury review is expected to be concluded soon.

The errors in the September digest are in annual and quarterly figures for economic statistics, such as gross domestic

product, investment and consumer spending.

The CSO said the problems arose because changes to its computer system coincided with a re-basing of index numbers to 1985. However, human error was almost certainly a factor.

An official said: "I suppose in the last analysis it was sloppy editing."

The CSO said it had only become aware of the mistakes in the last few days and is still trying to find out the extent of the problem.

The result is a collection of spurious results: figures in tables do not match headings and numbers are wrong or missing.

The effect is to rewrite history. For example, the digest

shows gross domestic product - or national income - falling sharply between 1982 and 1983. More reliable figures show it rising.

The CSO said correct annual figures could be found in its UK national accounts 1983, or Blue Book, published earlier last month. Users should refer to press notices, or contact the CSO, for details of recent quarterly numbers.

The monthly digest, which costs £5.50, is widely used as a reference book by academic economists and London financial analysts. As well as economic statistics, it includes information on other subjects such as population, transport, energy and agriculture. The CSO said these were unlikely to be affected.

# Living standards eroded, says Labour

By Charles Hodgson

GOVERNMENT cuts in public spending on infrastructure have created a "polluted, congested and rundown country" ill-prepared for the challenges of the 1990s, the Labour Party claimed yesterday.

Launching the party's autumn offensive against the Government's economic policies, Mr Gordon Brown, Labour's Treasury spokesman, produced figures which, he said, demonstrated that Britain's quality of life was being eroded through the deliberate underfunding of key areas that depended on public spending.

Mr Brown called on Mr Nigel Lawson, Chancellor of the Exchequer, to ensure a better balance between investment and consumption by announcing increases in public spending in his autumn statement next month. To help finance that investment, the next budget should reverse the top-rate tax cuts of last March, he said.

Labour is giving priority to its attack on the Government's economic strategy, tapping what it regards as growing public concern about the state of the economy following recent rises in inflation and

interest rates and the widening trade deficit.

Its opening shots come as the Government's review of public spending plans for the next financial year nears completion. Some government departments, including defence and social security, have so far failed to reach agreement on their budgets with Mr John Major, the chief secretary to the Treasury, and it looks increasingly likely that the Star Chamber committee, headed by Mr Cecil Parkinson, the Energy Secretary, will shortly be called in to arbitrate.

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19 October 1988



# Should you follow the Sheppard?

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ALLEN SHEPPARD, INTERIM REPORT OF GRAND METROPOLITAN, 11/5/88

**"The programme of streamlining our portfolio of businesses was completed with the disposal of Children's World and McGuinness."**

GRAND METROPOLITAN'S INTERIM REPORT, 11/5/88

**"Grand Metropolitan is selling two Pepsi Cola bottling plants in the US for \$705m."**

INDEPENDENT, 23/6/88

**"The appointment of Ian Martin signals that we are absolutely not going to sell the business."**

ALLEN SHEPPARD, ON THE APPOINTMENT OF MARTIN AS CHAIRMAN OF INTER-CONTINENTAL, 5/6/87

**"Grand Met in £1.4bn sale of Inter-Continental chain"**

FINANCIAL TIMES, 1/10/88



**"We're probably cautious managers . . . we prefer to slog up the hill the hard way — growing brands, organic growth and so on."**

ALLEN SHEPPARD, CHAIRMAN AND GROUP CHIEF EXECUTIVE (QUOTED BY REUTERS, 25/05/88)

**"GRAND METROPOLITAN OFFERS \$5.23bn FOR US FOOD BUSINESS."**

INDEPENDENT, 5/10/88

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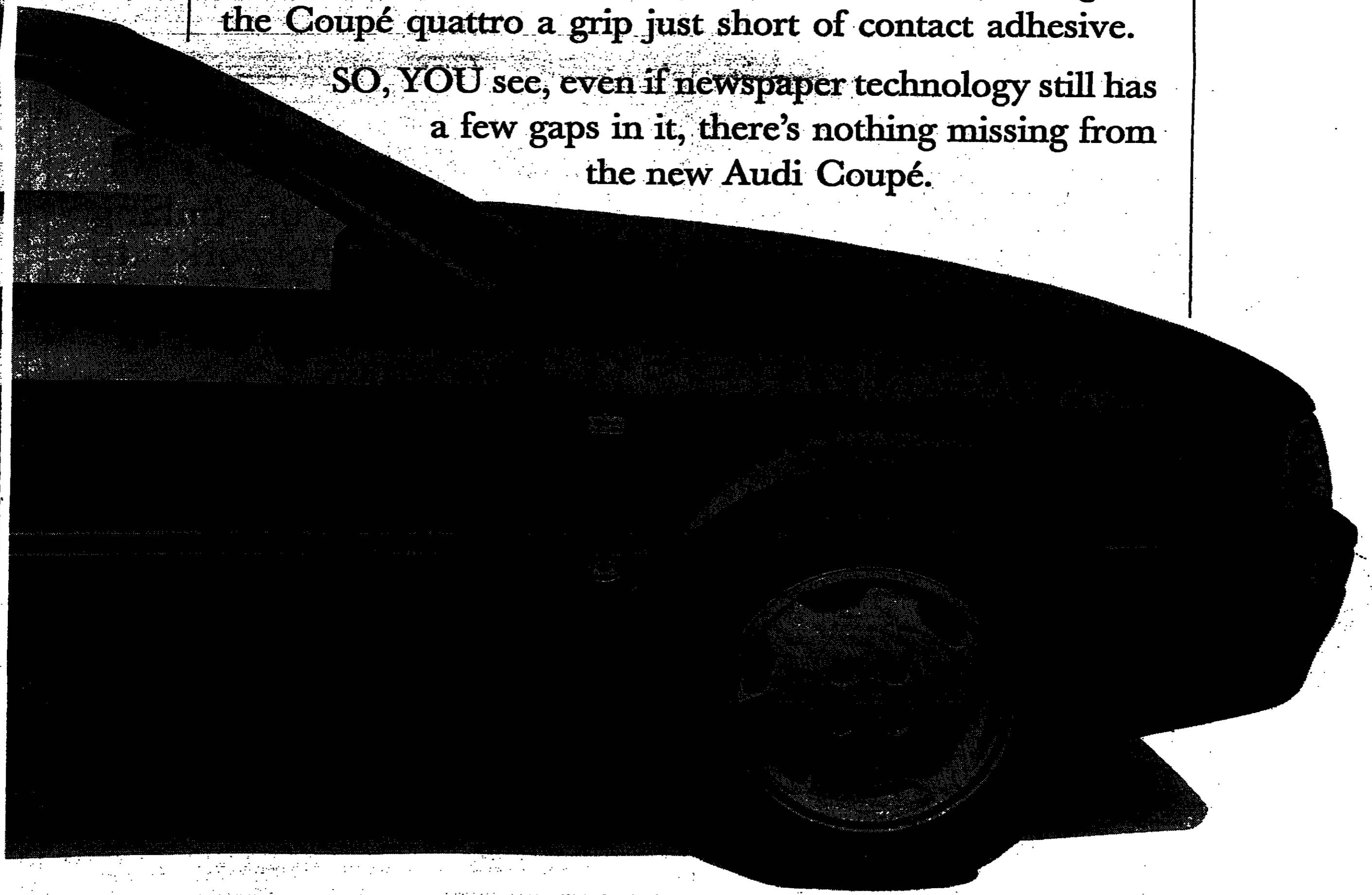
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TECHNOLOGY

Five years ago, Compaq Computer Corporation of Houston, Texas, announced the world's first portable personal computer that was able to run, without compromise, all the software written for IBM's desk-top PC.

Alan Cane examines Compaq's launch of its battery-powered SLT/286 portable computer

The battle of the lap-tops

Success was rapid. With revenues of \$11.2m in its first year, Compaq made the Fortune 500 list of North America's leading companies by 1986. Since those early days there has been intense interest in when Compaq would enter the market for battery-powered portable computers, or laptops, an area offering great potential but which has so far failed to fulfil expectations.

On Monday Compaq took that step with the "super laptop" SLT/286. Rod Canon, Compaq's president and chief executive, described it at the launch as "the first battery-powered personal computer that puts true, up-to-date desktop PC capability in your lap."

When Compaq introduced its first portable, it had the field virtually to itself. That has all changed. There are now at least 18 manufacturers of IBM-compatible PCs and two dozen manufacturers of laptop computers to contend with. Available laptop models range from the Grid 1535 EXP, also launched this week, which uses Intel's fastest microprocessor (the 80386) and costs \$7,500 to Sir Clive Sinclair's 288 portable costing a few hundred pounds.

Thus Compaq's claims to set a new standard in laptop computing have to be seen in context. Essentially Compaq set itself the target of providing all the functions of a desk-top PC in a machine small and light enough to be carried in one hand, which could operate for an adequate period on batteries alone. The machine is aimed at travelling executives, field engineers, accountants, consultants and auditors.

Power is the key to laptop computing. It is comparatively routine, these days, to pack significant computing power into a small "footprint" (the space taken up on the user's desk) using mains electricity as the power source. Toshiba of Japan, for example, offers a mains-powered portable intended chiefly for desk-top use which uses the very fast Intel 80386 chip.

Some manufacturers already offer battery-powered machines which use the 80386 chip but, according to Compaq, battery life on one charge can be as little as 60 minutes.

initiate a new era in computing, in which all executives carry a lap-top computer in their brief cases; but it does bring the power of a desk-top machine to executives and professionals working away from their offices without access to mains power.

Compaq says it has built a number of prototype laptops over the years but has never been satisfied with their performance. Only this year, it says, has the technology become available to create a lap-top computer without compromise: that is, with true IBM compatibility, with keyboard, screen and operating speed in no way inferior to a desk-top machine, and with storage - both fast RAM and slower disk - also up to desk-top standard.

The SLT/286 weighs just over 14 lb and is four inches high by 13.5 in wide and 8.5 in deep. The keyboard is detachable and the system can be used comfortably on an aircraft table.

In the office, the computer can be clipped into a desk-top pod or expansion base, which allows the installation of industry standard expansion boards for special applications and provides mains power to the system.

The heart of the computer is

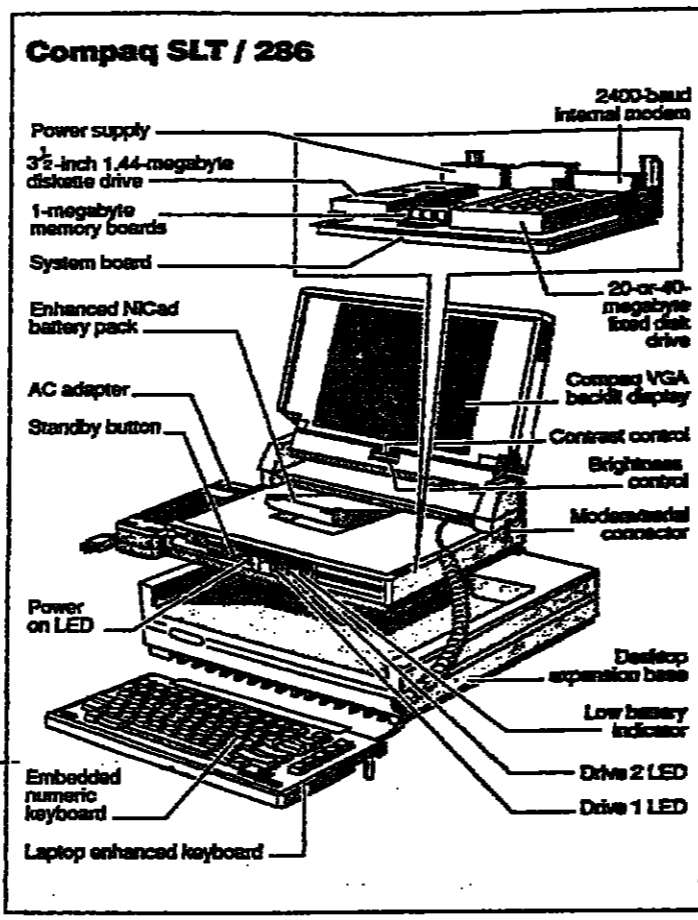
an enhanced nickel-cadmium battery pack, designed and built by Sony of Japan. In ordinary use, Compaq claims, the battery will last for more than three hours. It is possible to recharge the battery completely in less than three hours.

Compaq has developed software which manages the use of power by the computer, turning off systems which are not in use and extending the time the system will run on one battery charge. According to Gary Slinnac, vice president for systems engineering, the power management software extends the operating life three times.

The central microprocessor, as the name of the computer suggests, is Intel's 80286 fabricated in CMOS technology, which combines speed with low power consumption.

According to Compaq, this is the first year that a CMOS 286 has been available. It runs at 12m "ticks" a second. Intel's fastest microprocessor, the 80386, is available in CMOS technology but is still so power hungry that Compaq ruled it out as a possible chip for a laptop.

The display is the most obviously outstanding feature of the SLT/286. It uses liquid crys-



tal technology to achieve low power consumption and compactness (cathode ray tube displays are clear and cheap but bulky; electroluminescent displays are clear but expensive and demand a lot of power). Technically described as "compensated super-twist", the screen is backlit for clarity and features more than 300,000 individual points (or pixels). The combination of processor speed and screen definition means that Compaq can offer what is known as VGA graphics, the highest quality available in personal computing. Obviously the picture is presented in shades of grey, but the image quality is remarkable. Slinnac reckons that full-colour liquid crystal displays may be available in three years or so.

The floppy disk drive is Japanese, the hard disk built by Connor Peripherals, a US drive maker in which Compaq has a significant financial interest.

The new display is Japanese but Michael Swaveley, vice president for sales and marketing, is unwilling, for the moment, to name the source. It has only just become available and this has been the principal constraint on manufacture of the lap-top. He does not want competitors cornering any of his supplies.

The SLT/286 runs MS/DOS, OS/2 or Xenix operating systems and can use any of the vast library of programs which run on IBM-style PCs.

Canon says: "In designing the SLT/286, we simply refused to make the trade-offs that have limited the convenience and usefulness of other lap-top computers."

Will Compaq's customers be satisfied after their long wait? If their criteria are engineering excellence and the ability to work in the field as if they were still at their desks, they will be.

The SLT/286 costs \$3,395 (30 Mbyte) or \$3,895 (40 Mbyte) in the UK.

A place in space for US industry

By Peter Marsh

US INDUSTRY has a high level of interest in the idea of orbiting research and manufacturing facilities in space, according to the US Commerce Department.

"The demand is sufficient to support reliable, low-cost facilities in the next few decades, it concludes in a report" on the commercialisation of space.

The report finds that companies are particularly interested in using space-based facilities to turn out new types of material. The conditions of vacuum and low-gravity may enable engineers to produce very pure forms of crystals and to achieve a pure separation of chemicals from one another.

Activities that might lead themselves to space platforms which could be manned or crewless, include production of drugs and other biological materials and development of novel alloys and semiconductor products.

Several US companies, including SparcLab and Space Industries, are considering the construction of space platforms which could house either low-gravity studies or manufacturing operations.

These modules could be lifted into orbit in the 1990s by the space shuttle fleet and operate alongside the large, permanently manned space station which the US plans to build.

US companies expressing an interest in space projects include Grumman and Boeing, in aerospace, and Biorac and the US subsidiary of Wellcome of Britain, in pharmaceuticals. As a prelude to working in space IBM, Ford Aerospace and McDonnell Douglas have formed a space commercialisation consortium.

Outside the US, interest in the idea of orbiting workshops is particularly high in West Germany and Japan. West Germany has a consortium, known as Intospace, which includes Messerschmitt-Bölkow-Block and Dornier.

"Space Commerce: An Industry Assessment, Department of Commerce, Washington DC 20530, report stock number 803-989-0065-7, \$7.

Biotechnology in the supermarket

By Clive Cookson

FRESHNESS indicators that change colour as food gets stale, a "salmonella dipstick" to replace complex tests for food-poisoning bacteria, and the grading of fruit and vegetables in terms of taste rather than just size and shape.

These are three of the many potential applications of biotechnology in the £40bn UK food market, according to a study commissioned by the Department of Trade and Industry. The report, by Prospect Management Services (PMS), an industrial consultancy, is intended to tell financiers and commercial managers of the scope for diversification and product improvement through applying biotechnology in the food and agriculture sectors.

Many applications are ripe for small companies and need not cost millions of pounds, the report says. One example - the development of a quick enzyme-based sensor for B vitamins in food - could be developed within a year for only £10,000.

All the food, plant and animal applications in the report are opportunities for UK companies to exploit the latest British research. Government bodies spend £20m a year on biotechnology research.

However, many of the commercial opportunities offered by biotechnology have already been taken up in the human and animal health sectors, the report says. "In some areas the opportunity for newcomers to invest is already limited, even if novel products in that area are not on the market."

For example, many parts of the Agriculture and Food Research Council's research programme into animal disease treatment and prevention are already covered by general agreements with international pharmaceutical companies.

"But in the food arena this is not yet so," the report says. "As the technology and its commercial application gather pace, this is bound to change. The window of opportunity is likely to be short-lived, which means that action should be taken now. If prior experience in other areas is anything to go by, later could be too late."

\* Biotechnology for Businessmen - Opportunities in the Food and Agricultural Sectors. PMS, Prospect House, Coptham, Ripon, North Yorks HG4 5DB. £25.

opportunities suggested by PMS include:

• A freshness indicator for individual packs of supermarket food. It would have a sensor with a membrane sensitive to specific biological molecules, which would detect the "spoilage organisms" that build up when fresh food begins to go off - and change colour. This "taste test" visible to the consumer on fitness for consumption would be far more precise than the standard "sell by" and "best before" dates. The report estimates that a suitable sensor could be developed within two years for £150,000.

• An instant kit to detect salmonella in food. Conventional microbiological testing for food poisoning bacteria takes four days. This could be replaced within two years by a light-based (chemiluminescent) kit, which would give an immediate and accurate indication of the number of bacteria present. "It is not hard to envisage its daily use in 500 UK food factories," the report says. An even simpler "salmonella dipstick", which could be used for routine checking by untrained staff, could be developed in four or five years.

• Grating fruit and vegetables by quality and flavour. A three-year research and development programme, costing £250,000, could produce a technique for analysing the natural acids and sugars in a tiny sample of juice. This would show whether the fruit or vegetable is ripe and how good it tastes.

• Developing micro-organisms which extend the shelf life of fresh foods. Some microbes excrete substances which are highly toxic to the organisms responsible for food spoilage (notably bacteria which produce lactic acid). The idea is to identify the genes responsible for these toxic substances, insert them into other organisms which are acceptable in food, and then treat fresh food with the resulting compound so as to retard spoilage naturally.

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Table comparing Compaq Portable 286 and Compaq Laptop 286 across Processor, Fast memory, Display, Graphics, Storage, Operating system, Weight, and Cost.

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ENERGY EFFICIENCY The Financial Times proposes to publish this survey on: 3rd November 1988. For a full editorial synopsis and advertisement details, please contact: Penny Scott on 01-248 5000 ext 2389 or write to her at: Bracken House 10 Cannon Street London EC4A 4BY

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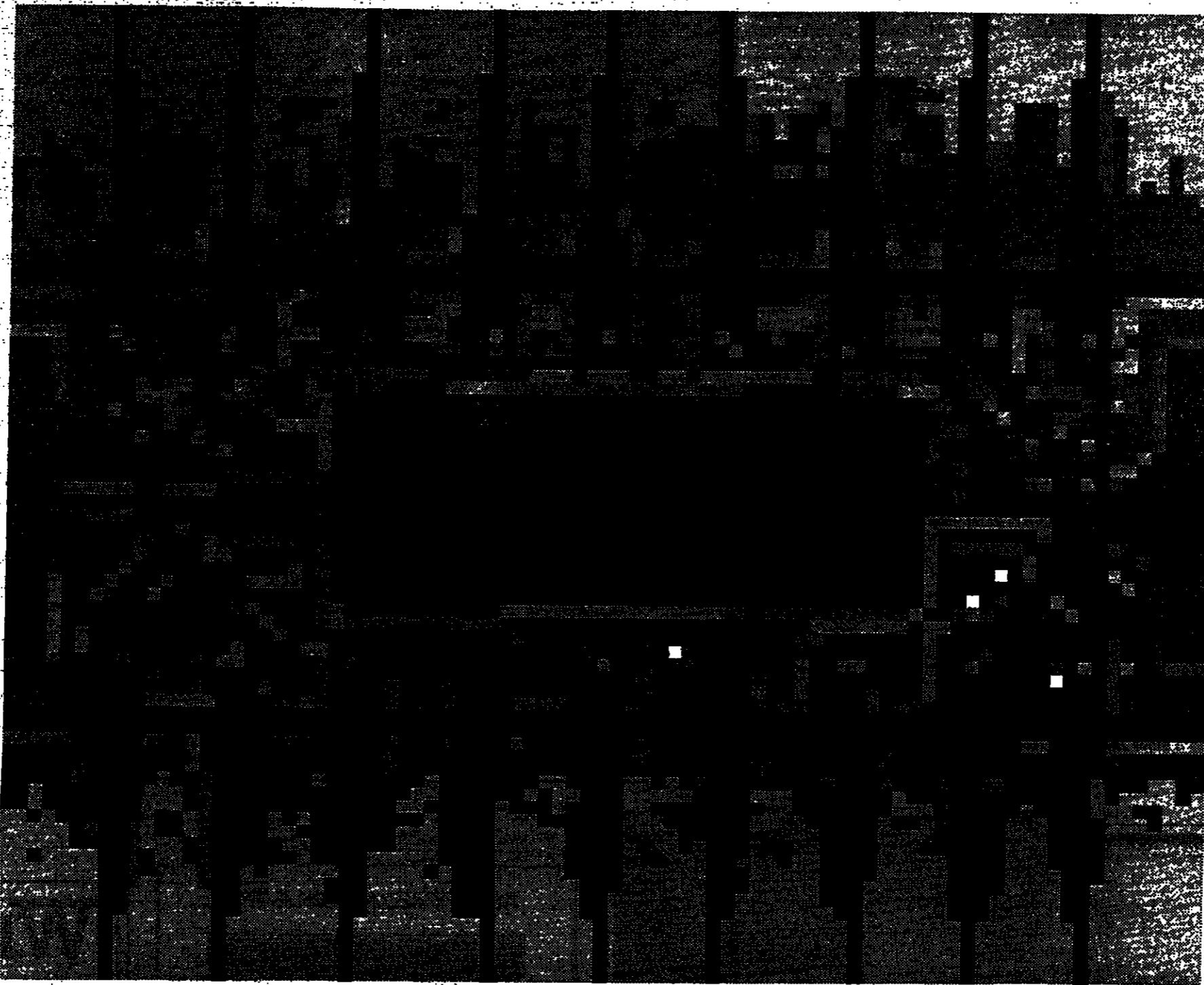
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connectivity n. (I.T.) the technique of linking computers in networks to give a work group access to company information and computer resources. =Novell. P. the Industry Standard in PC Local Area Networking (LANs). See Novell NetWare™ passim. There is one company that dominates the fast moving technology of computer connectivity. It is Novell, with over 2.5 million users worldwide. If you're a major corporate user, a department or a growing business, contact the people who are setting the pace in connectivity.

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MANAGEMENT

Manufacturing partnerships

Striving to develop the right chemistry

Christopher Lorenz continues his series on companies in the north-east of England by examining the chequered Continental experience of MTM, a rapidly growing chemicals manufacturer which this year formed a joint venture in France

The way David Fyfe describes it, his company's new French joint venture has been a nightmare to manage for most of the time since it was established in January. Until last month it had no chief executive, and not a single functional director. Nor was there a clear delineation of responsibility at lower levels. "It was impossible to pin the ultimate responsibility on anyone," he says.

Since the joint venture will account for over 40 per cent of this year's probable £50m sales by MTM, the Teesside chemical company where Fyfe became managing director in May, there would seem to have been quite a problem.

Fyfe has certainly felt frustrated, as has the company's founder and executive chairman, Richard Lines, who normally prides himself on much faster decision-taking than is usual in the chemical industry. But, with a more effective management structure for the venture just installed, they now see the difficulties as the gathering of good experience. And they continue to hold a very positive view of their much larger partner, the state-owned CdF Chimie (which has just been rechristened Orkem).

This is not the first time MTM has stumbled over a hurdle in its dash into the continental European market. Three years ago, when it was barely known there, it had to deal with what Lines calls a "near-disaster" caused by excessive price-cutting on the part of over-enthusiastic new agents. It has since progressed much further down what Lines calls "the learning curve of how to use agents".

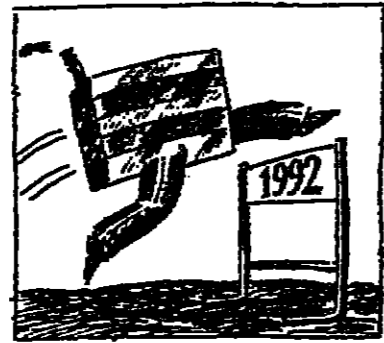
MTM began manufacturing only five years ago, having started life as a management consultancy. Yet it now sells its intermediate chemicals to leading manufacturers of pharmaceuticals and to makers of other chemical products in 40 countries worldwide - over two-thirds of its turnover is now outside the UK.

MTM initiated the French joint venture because it had built up £12m of exports to continental Europe and needed at least one local production site in order to improve customer service and reduce its currency exposure. "I don't think we could have set up manufacturing on our own because we wouldn't have had the human resources to do it," says Lines.

MTM did make an acquisition at the same time in Italy, but this was much smaller and MTM's existing team of specialist engineers, financial staff and general managers was sufficient to plug the Italian company's gaps. MTM is now looking for either acquisitions or (more probably) joint ventures in West Germany and Spain.

MTM was founded in 1979 when Lines gave up his job as a marketing manager at ICI, Britain's leading chemicals multinational; he established it jointly with a friend

MEDIUM-SIZED COMPANIES



The European challenge

who worked for Magna, a US chemicals company (and who retired last year because of ill health). In 1986 MTM went public on the London stock exchange, having grown unusually quickly through both internal expansion and a set of acquisitions, mostly in the UK but also in America.

Lines certainly has the sort of big-company ambitions which are common among entrepreneurs in America, but relatively rare in Europe; he talks of MTM growing at least five-fold over the next three or four years, to between £300m and £400m of sales.

Unlike most companies of similar age, MTM already has experience of joint ventures, having operated several of them successfully with ICI (which has since, in effect, exchanged these for a 20 per cent holding in the thoroughly independent MTM).

MTM is also unusual in having gone international in a big way right from its birth as a manufacturer. For the first couple of years it concentrated mainly on America and the Far East, partly because there was no language barrier and partly because prices were better than in continental Europe.

On the continent, the company relied initially on agents. As many young companies have discovered to their cost, "the big ones weren't interested, while the small fry were not very effective," recalls Lines. It was while expanding his agency network in early 1985 that Lines made a move he soon regretted. Short of home-based staff with

foreign languages, he hired several continental agents who were good linguists. Only nine months later he had to part company from them when he discovered they had reduced prices so sharply in order to win business that two German chemical majors were angered into an even more vicious bout of price-cutting, this would have driven MTM from the market if it had continued.

"The problem was that they didn't realise the full market ramifications of what they were doing," says Lines. "They weren't able to say 'I won't supply at that price'."

So why did MTM hire them? Partly because Lines overestimated their experience, and partly because "at the time we were having problems recruiting people of sufficient quality because of our size," explains Bill Harvey, who now heads a central MTM unit which supplies specialist expertise to MTM's various companies as required.

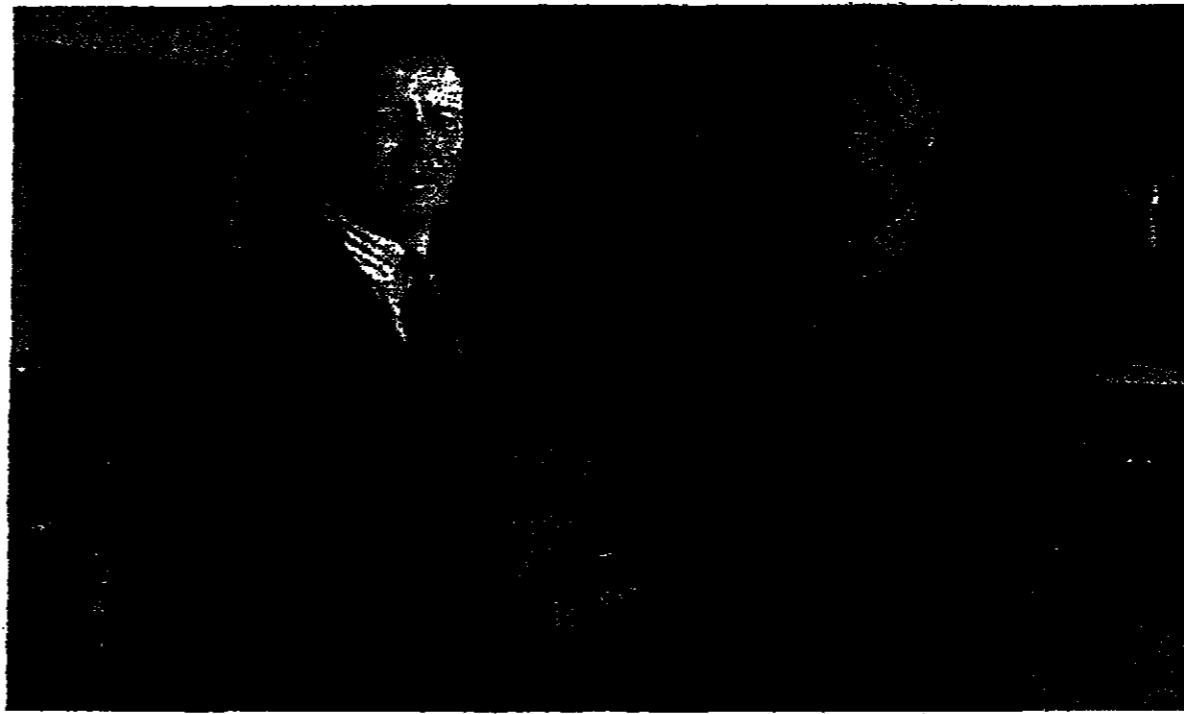
Once that hiatus had been resolved, MTM abandoned its previous general agency arrangements and switched to a series of specific agents for particular products, reinforced with direct selling by MTM personnel travelling from the UK. "Other medium-sized UK chemical companies haven't taken this approach - of sending 'their men' abroad accompanied by the local agent," claims Harvey.

"The new approach paid off, by the end of 1986 MTM was doing £7m of exports a year on the continent, almost half its total export sales, against only £2.5m a year earlier. By then Lines had started to concentrate sales efforts on particular large companies right across the continent. "We were learning not to be clumsy, not to be perceived as a marginal seller," says Lines.

The decision to seek a joint venture in the heart of the continent came late in 1986, as exports were rising towards the £20m mark. Even before MTM's profitability began to suffer from currency movements in early 1987, Lines and his colleagues knew from their big company experience that it would be dangerous to continue relying just on direct exports.

In MTM's business of intermediate chemicals, there is an unusually long list of reasons, apart from currency exposure, for establishing local manufacture - even at such an early stage in a company's life.

First and foremost, it is obviously dangerous to rely on feed-



Dr David Fyfe (left) and Richard Lines: Difficulties were seen as the gathering of good experience

stocks billed in one currency in order to manufacture in another, and then sell in a third. "Whenever possible one should incur costs, make, and sell largely in the same currency," argues Lines.

Parochialism. "Most chemical companies (MTM's customers) prefer local purchasing," says David Fyfe. "People prefer to deal with others who speak the same language and share their culture."

Just-in-time manufacturing. "A lot of customers insist on stock being within one day's travel," says Bill Harvey. "They want to be able to make an order for delivery the following morning."

In those parts of its business which use recycled waste products from its customers' processes (for instance, in penicillin manufacture), MTM has no economic choice but to make locally.

Safety. "Chemicals are not something you want to stick in someone else's warehouse," says Lines.

Closeness to the customer. The ability to understand customers' requirements is obviously enhanced by being on the spot.

Given the scale of manufacture that MTM had in mind, a greenfield venture into the already crowded continental industry was a non-

starter. So was a sensible acquisition; not only was MTM too small, but there was no suitable candidate.

To prepare the ground for a joint venture, Lines and his colleagues spent much of early 1987 talking to the most suitable companies in the same sort of product areas as MTM's, the largest company in the MTM group. The choice came down to CdF Chimie and a Belgian company, which ruled itself out by insisting that it would prefer to buy MTM's share of the joint venture for three years from January 1991.

It is typical of Lines's entrepreneurial attitude that he seems untroubled by this apparent threat to his main European cash cow. "We had no choice but to do it that way, because CdF was unsure of us as a small company," he says.

"If they were to want to exercise the option, it would become obvious early on - and by then the venture would be accounting for only a small proportion of our group sales. So we could either shift manufacture elsewhere, or move out of that product range into something else," he claims. MTM would certainly have made a solid capital gain out of the venture.

Lines is more concerned about the slowness with which the venture has got off the ground this year. So is David Fyfe, who was recruited - also from ICI - earlier in the year to take over an onerous new role as MTM's managing director.

The venture's technical structure was certainly more statesmanlike than effective. A supervisory board of two top managers from either side sat above a management committee of those from each side, all of them part-time. There was no man-

aging director. Says Lines: "We asked 'who's the boss', but we conceded the arrangement because the other side wanted it."

The two previous units continued to trade successfully, but not as a properly married couple. When Fyfe arrived at MTM at the beginning of May, he found there was no really co-ordinated marketing policy, that most of the logistics of supply, manufacture, and delivery had yet to be sorted out, that the expected transfer of French production know-how had not yet started, and that it was not even clear where responsibility lay for deciding a wage settlement due at the UK site the same month.

It took from then until early August, and a string of meetings on both sides of the Channel, to agree a complete revamp of the structure, with a stand-alone board of two full-time executives from each side. One of them, an MTM man who speaks good French, has been appointed managing director under the new arrangement which took effect last month. His French deputy speaks good English. But there have still been awkward compromises: for example, the management will be peripatetic, rather than all being located on one side of the Channel.

The slowness in settling matters was not CdF's fault, nor was it caused by any difficulty in Franco-British relations, stress Fyfe and Lines. Rather, it was something "endemic to any large company - the other side was not always really empowered to negotiate, although we were," says Lines.

"Getting to the position where both sides in a venture have the same overt and covert objectives always takes time," adds Fyfe. The various remaining market-place conflicts between the two partners are in the process of being resolved, though in certain markets dual distribution channels will be maintained, at least for a time, each handling relations with particular established customers.

Curiously, the partners have not managed to agree on a common brand name for all the venture's activities; it will be Norsocchem for most products, but Norsocchim for the French peroxide business. In spite of all the teething troubles, MTM is still keen to use joint ventures with substantial partners in order to secure manufacturing bases in North Germany and Spain. "Then we'll have covered Europe as far as production and supply are concerned," says Lines. That will help put MTM in a position where it can at least dual-source across the world. "We intend to get things so we can play games with sourcing," Lines declares.

Spoken like the chairman of a true multinational. Previous articles in this series appeared on October 12 and October 5. The next will appear on October 26.

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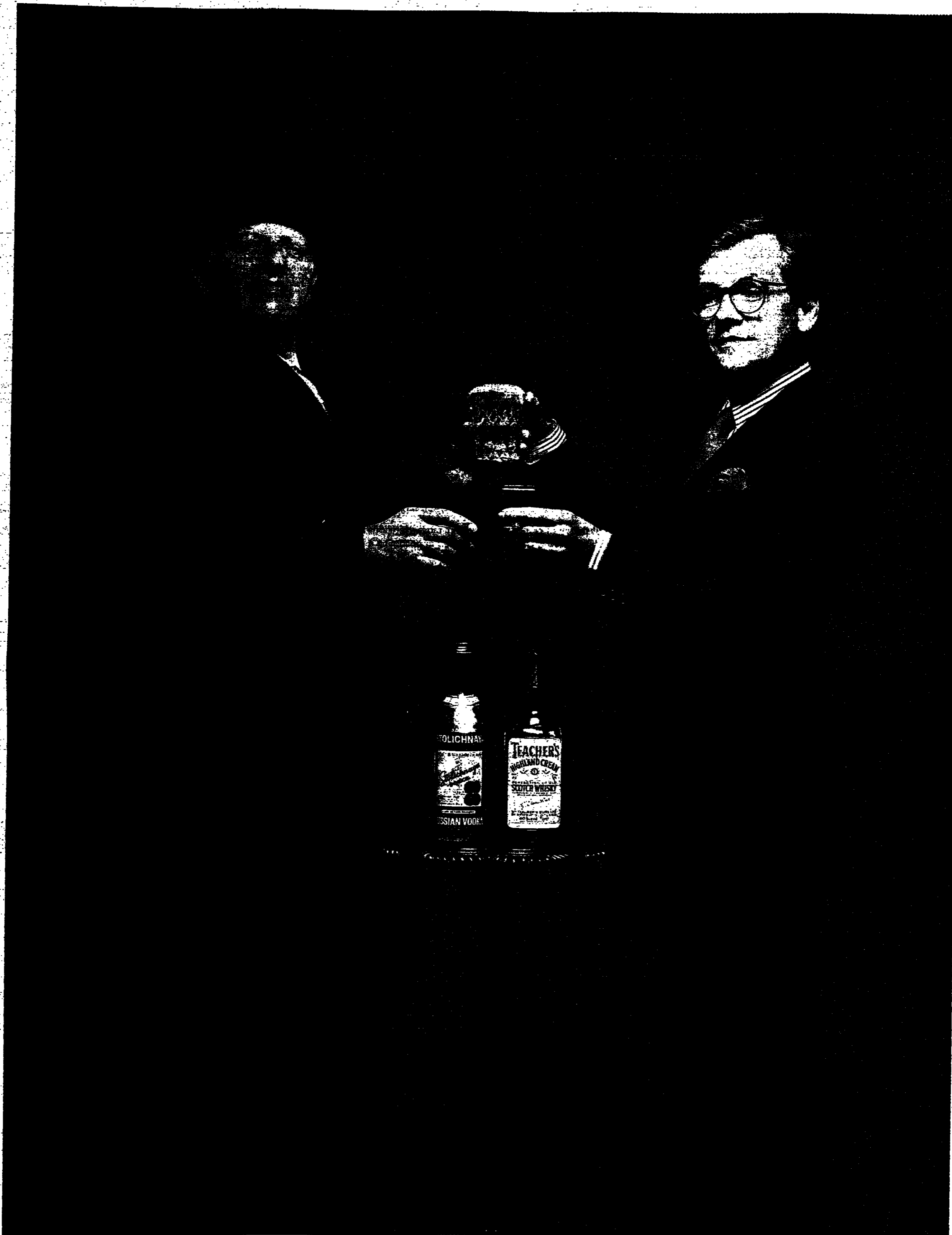
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**JOBS**

# Players v workers ● Latest pay indicators

By Michael Dixon

*Alas, regardless of their doom. The little victims play!*  
THOSE lines by Thomas Gray have been sent by Bill Ward of Derby in reply to a question the Jobs column asked eight weeks ago. The question was why so many people, particularly those in management, now use the word *players* - as in: "We've recruited some good players recently" - when what they are specifically referring to is workers?

Since the 34 readers who responded included four nationals of Continental countries as well as three from the United States, it seems that the odd usage is not confined to the English tongue. But only 12 of them endorsed my theory that the origin of the oddity, which I've most often heard spoken by City bankers and such, is the use of the word "players" in the sense of "gamblers".

Mr Ward is alone, though, in seeing still more chilling implications in the usage. He suggests it has similarities to the portraits that people once had painted of themselves in shrouds to remind them they must die. In short, those who call workers "players" are implying, as did Gray, that the persons so referred to are of little ultimate importance. Despite the ingenuity of that claim, I doubt it can be true. After all, I have heard

several top managers refer to themselves as "players" and none gave the slightest sign of thinking they were less than supremely important, at a modest estimate.

Indeed, most readers who replied saw nothing odd in the usage at all. It simply meant someone operating as part of a team rather than individually. Hadn't the Jobs column ever heard of "team-play"? three of them asked.

The answer is that I have. But have they never heard of teamwork?

### Rewards

NOW to the table alongside indicating the pay of various types of managers in Britain as shown by the latest of the Reward consultancy's twice-yearly surveys. It is based on data from 800 companies of assorted sizes and kinds throughout the land, and anyone wanting full details of the study should contact the consultancy at Reward House, Diamond Way, Stone Business Park, Stone, Staffs ST15 0SD; tel 0785 813566, fax 0785 817007.

While the table refers to 18 types of executives, all are of similar seniority. They are the managers immediately below director, except in small companies where they may be on the board although doing the same

Rank One = Most senior manager below level of director <sup>a</sup>	LOWER QUARTILE		MEDIAN		UPPER QUARTILE	
	Basic salary £	money reward £	Basic salary £	money reward £	Basic salary £	money reward £
General management	21,374	21,780	25,347	27,250	(25,000)	(25,500)
Finance and accounting	20,000	20,987	23,380	24,500	(21,750)	(22,355)
Administration	16,975	17,775	21,398	22,451	(20,000)	(20,814)
Advertising & PR	22,921	23,000	25,000	25,855	(-)	(-)
Company secretariat	20,000	20,450	24,900	25,000	(21,245)	(22,400)
Surveying/architecture	17,500	17,500	19,472	19,950	(16,900)	(16,900)
Computing	16,500	16,771	22,077	23,022	(20,450)	(21,090)
Distribution & transport	16,684	16,813	21,000	21,000	(19,825)	(20,750)
Engineering	16,831	17,600	20,000	20,309	(18,855)	(18,812)
Management services	18,193	18,360	22,158	22,438	(17,782)	(18,785)
Marketing	19,500	19,981	22,844	23,250	(21,000)	(21,485)
Personnel	19,000	19,425	21,500	22,500	(19,980)	(20,784)
Production	16,613	17,250	19,040	19,853	(17,758)	(18,077)
Purchasing	17,633	18,284	20,080	20,266	(19,060)	(19,218)
Quality assurance	16,959	18,051	19,120	19,570	(18,000)	(18,281)
Research & development	18,000	18,024	21,332	21,750	(19,300)	(20,000)
Sales	18,495	18,164	21,055	22,500	(19,234)	(20,458)
Scientific department	19,378	19,985	22,585	23,810	(22,685)	(23,088)
Legal advice	22,674	23,202	26,967	27,000	(23,773)	(23,805)
All Rank-One managers	18,250	-	21,614	-	(19,824)	(-)

<sup>a</sup> In small companies could rank as director, otherwise reporting directly to board-member.

### level of work.

The first two columns of figures give the basic salary then the total pay received in cash - salary plus bonuses and the like - of the lower quartile manager. That is the one who would be a quarter way up from the foot of a ranking of all of similar seniority in the same type of

### management.

The next four columns refer to the median manager half-way in the ranking. First we have the basic salaries and the total money rewards as shown by the most recent survey, followed in brackets by the median figures from the survey 12 months earlier. Then come the latest salaries

### and total cash rewards of the

upper quartile executive a quarter of the way down from the top of the ranking. Anyone wishing to use the table to make comparisons should bear in mind that it relates to companies of all sizes in all regions of Britain, and shows pay levels as at July 1. To bring the figures

up to date, the whole lot need to be raised by 1.9 per cent.

Regional variances on the overall median basic salary of £21,614 were: Higher - London by 15.7 per cent, Scotland by 9.7, and South-east England by 2.5 per cent. Lower - North-west England by 3.7 per cent, North-east by 7.5, Eastern counties by 9.3, South-west by 10.2, and West Midlands by 13.0 per cent.

Variances from the £21,614 median by company turnover were: Higher - £100m-plus by 20.3 per cent, and £50m-£100m by 10.5. Lower - £15m-£50m by 0.9 per cent, £5m-£15m by 9.2, and up to £5m by 12.1 per cent.

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- Sie „vertragen“ persönlichen Freiraum und große Verantwortung. Sie sind selbständig, kostenbewusst, flexibel, souverän, diplomatisch und vor allem eine unternehmerische Persönlichkeit
- Sie sprechen fließend Deutsch, kennen die ethnischen Lebensgewohnheiten und verständigen sich in einer Fremdsprache, vorzugsweise Englisch und sind maximal um 40

Die beachtlichen Perspektiven erkennen Sie: Wir suchen den tüchtigen und selbständigen Manager mit dem Abschluss Dr.-Ing./Dipl.-Ing. TH/ TU als

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Kennzahl 612

Desweiteren suchen wir Führungsnachwuchs, zunächst für interessante Projektarbeit, die genügend Spielraum für die persönliche Profilierung läßt. Die Perspektiven möchten wir Ihnen gerne im persönlichen Gespräch darstellen. Sie sollten bis Mitte 30 sein und könnten bei gut angelegtem Studium auch sofort von der Hochschule kommen. Ihre Studienrichtung für diese Aufgabe sollte Maschinenbau und/oder Verfahrenstechnik sein. Sie sollen auch zu den „Guten“ gehören und die Aufgabe übernehmen als

**Projekt-Ingenieur „Investition Hochofen“**

Kennzahl 614

Beide Funktionen besitzt ein weltbekanntes und traditionsreiches Unternehmen mit marktführendem Anteil von Qualitäts-Produkten. Der Firmensitz ist kerngesund und intelligent diversifiziert, die Zukunftsperspektiven sind beachtlich. Der Erfolg liegt auch in den „Jungen Werten“, der Offenheit im ganzen Hause und der Vertrauensbasis im Führungskreis.

Sie werden mit Ihrem Vertrag sehr zufrieden sein. Ihre Einarbeitung ist sorgfältig und gründlich und Ihre Weiterentwicklung wird großzügig gefördert. Das private Umfeld ist vielseitig und - trotz industrieller Nähe - gut. Sie und Ihre Familie werden sich wohl fühlen.

Wir wissen, daß man sich in der überschaubaren Branche kennt. Ihre Bewerbung ist über uns vollkommen risikolos, selbst dann, wenn Sie sich bei Ihrem eigenen Hause bewerben würden. Deshalb können Sie vertrauensvoll Kontakt zu uns aufnehmen. Wir sichern Ihnen die notwendige Diskretion zu. Sie können uns aber auch gleich Ihre Unterlagen (Foto, tab. Lebenslauf, Zeugniskopie, Gehaltsvorstellung, Eintrittstermin, Tel.-Nr.) unter der jeweiligen Kennzahl zuschicken.



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**Jonathan Wren**

**ASSET FINANCE OFFICER**  
 £18,000 to £25,000 + benefits

A major international bank wishes to expand its position in the asset finance market with the recruitment of an additional individual within its Special Finance Department.

The successful applicant will ideally be a graduate, aged 23 to 27, who will have an in-depth understanding of the credit function and a sound knowledge of the principles of asset finance. In addition, exposure to aircraft finance transactions will be positively viewed. However, of paramount importance is the ability to work successfully within a team, coupled with the self motivation to work autonomously when required.

The role will encompass market research, marketing support, the detailed analysis of credit applications and the review of documentation. In addition there will be substantial involvement in the structuring of complex cross border, large unit asset finance transactions.

The position offers a challenging opportunity to make a significant individual contribution in a team environment.

Please contact Jill Backhouse -  
 Associate Director, Leasing & Asset Finance Division.

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

**Jonathan Wren**

Recruitment Consultants  
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 We are looking for two highly private client executives to set up a new operation within our company. This is an opportunity to sell people who have entrepreneurial flair and an independent mind.  
 Write with details to Box 4000, Financial Times, 10 Cannon Street, London EC4A 3DF

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West of England

Attractive Salary, Bonuses, etc.

My client is a recently established fast growing, privately owned investment house, providing corporate finance and advice for growing companies in the West of England.

A professional is now sought to join the management team, generating and evaluating investment opportunities throughout the West of England. This appointment offers the opportunity to get in on the ground floor of a new investment house and to be involved in

a range of challenging, varied and interesting transactions. Candidates will probably be in their mid-30's, either Chartered Accountants, lawyers, bankers or stockbrokers with broadly based corporate finance experience.

Please write giving full details, these will be forwarded direct to our client. Please list separately any companies to whom your applications should not be sent. David Dodd, Ref: 17585.



MSL International (UK) Ltd.,  
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**Quantitative Analyst**

This is a superb opportunity to join the leading player in the mortgage backed securities market. As part of one of the world's leading financial institutions our client has been instrumental in spearheading the development of this rapidly growing sector of the Capital Markets.

The role will encompass three distinct areas:

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- Provision of analytical support for business managers.
- Liaison with like-minded organisations for possible joint ventures.

They require a first class graduate, and ideally, post graduate qualification with a strong bias towards quantitative research and analysis.

Interested parties should contact Nick Bennett on 01-831 2000 or write to him at Michael Page City, 39-41 Parker Street, London WC2B 5LH.



**Michael Page City**  
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**Lead in Project Finance**  
 With a major Japanese Bank

A major Japanese Bank wishes to expand its Project Finance Business and this has generated the need for two professionals: One, to lead the Project Finance Group; the second, to bring specialist skills in UK property finance.

The more senior role presents a challenge for someone, with proven skills in project finance, to provide leadership and direction, whilst making a major contribution to the objectives of the Bank, in this successful and supportive environment. The second position invites a specialist in UK property finance to contribute at a strategic level to the development of this rapidly growing area of business.

Ideally, aged between 30-35 years for the senior position and 28-30 years for the property finance role.

candidates will probably be graduates. The team leader will have a minimum of 5 years' experience with a broad project finance emphasis and strong supervisory skills. The property finance specialist will have at least 3 years' experience in the UK and proven abilities in research, evaluation and negotiation. Self-motivated individuals with high personal standards, will have already demonstrated their capability to work with a team.

An attractive remuneration package is offered to successful candidates. To apply, please write in confidence with full career details, or telephone, Caroline Humphreys of Cripps, Sears & Partners Limited, Personnel Management Consultants, International Buildings, 71 Kingsway, London WC2B 6ST. Telephone: 01-404 6701. Fax: 01-242 0518.

**Cripps, Sears**

**BEAR STEARNS**

**International Equity Trader**

We are seeking an International Equity Trader with dealing experience in Continental European markets.

Applicants should have a minimum of 2 years experience. The compensation will be competitive and will reflect the importance of the position.

All candidates should reply in strict confidence to:

Ms. S. Paton  
 Bear, Stearns International Limited  
 9 Devonshire Square  
 London EC2M 4JL

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THE COUNCIL OF GOVERNORS INVITES APPLICATIONS FOR THE POST OF

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AND SECRETARY TO THE COUNCIL.

Wycliffe College is an independent co-educational boarding and day school whose Headmaster is a member of B.M.C. With a separate Junior School and the Prep Department, there is a total of 575 pupils. This post becomes vacant on 31st August, 1989 on the retirement of Major P.L. Rawlin after seventeen years' service.

Details from: The Secretary to the Council, Bursar's Office, Wycliffe College, Stonehouse, Glos, GL10 2AD.

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Attractive Salary + Car North West

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As Assistant Fund Manager, you will form part of a small team being assembled to manage the investments of the Company's pension fund, which has an asset value of around £600m.

You will be responsible for the day to day running of a substantial UK equity portfolio. In addition, you will also assist the Pensions Finance Manager in the broader aspects of investment management, including supervising administrative procedures.

We are seeking a graduate with at least 4 years' experience of running a substantial portfolio of UK equities.

Probably from a pension fund or insurance background, you will now be looking to build on your experience, and must be capable of developing into other areas of fund management.

An attractive salary will be offered and the package includes a company car and relocation assistance where appropriate.

Please write with full CV, indicating current salary, to: Duncan Roberts, Pensions Finance Manager, T&N plc, Bowdon House, Ashburton Road West, Trafford Park, Manchester M17 1RA. Or for an informal discussion, telephone Mr Roberts on 061 872 0155.

**T&N**

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**SALES GERMAN National or fluent German to sell Eurobonds/Fixed Income to Germany. Must have Eurobond Sales experience. International House offers excellent package for qualified person. Please quote reference DF/421.**

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**SALES FRENCH National or fluent French with O.A.T.'s Sales experience. Graduate with French Institutional contacts. Major U.K. House offers top package. Reference DF/513.**

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**NEWSISSUE SYNDICATIONS ENEG European House seek to recruit a New Issue Syndication man/woman with 3 years experience. Ring Sue Stevens for further details.**

**CONVERTIBLEBOND SALES ENEG U.K. House seek to recruit a Convertible Bond Sales person with a minimum of 3 years experience. Ring Sue Stevens for further details.**

**RECRUITMENTCONSULTANT ENEG Cambridge Appointments require an additional Consultant to add to their existing team. If you have agency or market experience. Ring Sue Stevens for further details.**

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**Cambridge Appointments**  
 232 Shoreditch High Street, London E1 7HP

**01-377 6488**

Leading US Financial Services Institution

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Applicants should be educated to degree level with a proven track record in the industry, and specific theoretical and practical experience of the Options Market.

The successful applicant will combine a knowledge of the products to be covered with effective interpersonal skills. Strong execution and quantitative skills are a pre-requisite.

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Candidates possessing the appropriate qualifications, skills and experience should write in confidence to: T G West, Managing Director, (Ref: 510), Associates in Advertising, Columbia House, 69 Akhych, London WC2B 4DX. Please state in your covering letter any company to which your application may not be sent.

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Salomon Brothers International Limited is seeking a high calibre individual to join a group which provides in-depth quantitative analysis to our Equity and Capital Markets Groups and their clients. The work will include the analysis, valuation and application of options and futures as well as portfolio analysis and construction.

You will be joining a well established analytical team at one of the world's leading international securities firms.

Suitably qualified candidates will have a quantitative degree, be capable of providing computer assisted analysis and have highly developed communications skills. An understanding of Modern Portfolio Theory and option valuation methodologies, gained from actual work experience, is essential; an MBA is an advantage but not a requirement.

We offer a generous package including an attractive salary and a full range of fringe benefits. Interested candidates should send a letter and full career details to Pandit Crite, Salomon Brothers International Limited, Victoria Plaza, 111 Buckingham Palace Road, London SW1W 0SB.

**Salomon Brothers International Limited**

## International Fixed Income Analyst

One of the world's leading investment banks is seeking a senior analyst to take responsibility for developing a new research product covering the international bond markets. This product will complement the work of our highly-respected economics and financial strategies departments, and is intended to assist international fund managers in developing their bond strategy.

Although located in London, the successful candidate will be expected to travel widely, working with our bond departments in the United States and the Far East as well as in Europe. Experience in the fixed income markets, either as an analyst or fund manager is essential, and some training in or knowledge of economics would be helpful. Candidates with relevant experience from the public sector or central banks will be considered.

Remuneration will be competitive and scope for advancement within the firm is considerable.

Please apply with full curriculum vitae to:-

Jackie Watson,  
Personnel Associate,  
Goldman Sachs International Limited,  
5 Old Bailey,  
London EC4M 7AH.

**Goldman  
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## Managing Director

### FINANCIAL SERVICES

WEST COUNTRY - c.£90,000

A substantial West Country financial institution with a strong customer base has adopted a strategy of growth and diversification. We are looking for a new Managing Director who can implement this strategy and build profits and market share.

Favoured candidates will be familiar with retail financial operations and have managed at Board level. More importantly they must have a credible vision of the future of the financial services industry and demonstrate a capability to lead the institution into a significant position. Experience of the merchant banking, life assurance or unit

trust sectors may be particularly useful. Age range will be 40s or early 50s.

Send CV in strict confidence to Humphrey Sturt quoting reference H5767, Coopers & Lybrand Executive Resourcing Limited, 66 Queen Square, Bristol BS1 4JP.

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## HEAD OF EQUITY - UK AND EUROPE

WorldInvest is an independent investment management company majority owned by its management. Formerly known as BAIMIL, we have been in the investment management business since 1976. We are currently managing assets in excess of \$2.5 billion for US and UK pension funds, supranational institutions, insurance companies, endowments and trusts.

As part of our plans to penetrate further the UK and European pension fund markets we are seeking to recruit a high calibre fund manager to be the director in charge of equity for our UK and European business. Reporting to the Chairman the successful applicant will be responsible for the company's existing business in these sectors and will contribute to the expansion of the company's share of the UK and European markets.

Applicants will be graduates with at least 5 years experience gained with a major UK pension fund, investment house or insurance company. A belief in the top down approach to investment and a proven ability to manage funds globally are essential requirements.

We offer a competitive remuneration package which includes share options, a company car, mortgage subsidy, non-contributory pension and health insurance.

Interested candidates should send a comprehensive CV to Stella Pantelides, Personnel Manager, WorldInvest, 56 Russell Square, LONDON, WC1V 4HP.

## CHARTERHOUSE APPOINTMENTS

### DYNAMIC

Our client is looking for two young Equity or Fixed Interest Salesmen who have the sophistication and hard cutting edge to excel in the European Market. The successful candidates will be currently working for a large International Securities House and have built up a substantial client base of European Institutions. Obviously the ability to speak one or more European languages would be an asset. If you fit the above description and are looking for the opportunity to write your own ticket in an expanding brokerage, contact Tim Giles on London 481 3188.

SAL: 40k plus

Europe House World Trade Centre London E19AA

## LDC Asset Trader

Our client, one of the most respected and successful global debt swap players in the market, is looking for an asset trader to complement its existing, high-calibre team in London.

The chosen candidate will be a graduate/MBA in his/her mid to late 20s and of mature outlook. He/she will combine a minimum of 6 months front-line asset trading experience with approximately two years prior banking or industry experience. Fluency in at least one other European language will be a distinct advantage.

Candidates should be pro-active self-starters with the ability to establish strong inter-bank client relationships. Every opportunity will be given to the individual to specialise in a geographical area of his/her choice. Excellent technical skills including a clear understanding of all the leading LDC restructuring programmes are required.

The position provides a highly competitive salary and benefits package, including significant bonus potential. Prospects for further career advancement within the company are excellent.

For an informal discussion and/or further information, please telephone or write in absolute confidence to Neil Salt.

**Lloyd  
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Search and Selection  
160 New Bond Street, London W1Y 0HR  
Telephone: 01-409 1371

## Corporate Finance

Cobbold Roach is the stockbroking division of the worldwide Elders Finance Group. This division is focussing on 3 main market sectors, private client broking through 8 regional offices, institutional broking based in the city and small company corporate finance.

Our current need is for an experienced Corporate Finance Manager with a significant track record of providing corporate finance advice to small companies. This can range from raising finance for capital expenditure, restructuring, mergers and acquisitions and placements.

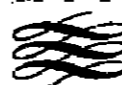
This is a key role in a small department and it is essential that the successful applicant has the ability to increase our presence in this market.

Remuneration and benefits will reflect the importance of this position.

Applications including a curriculum vitae should be forwarded to the Personnel Manager, UK/Europe, Elders Finance Group Limited, Greenly House, 40 Dukes Place, London EC3A 5BX.

**Elders**

ELDERS FINANCE GROUP  
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## HEAD OF LOANS AND INVESTMENTS

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The Loans and Investments Division is a small specialist team within the Finance Department responsible for managing the Council's capital resources, pension fund and other investments, cash and loan debt. The Head of Loans and Investments is a key third-tier post providing high-level and high-quality advice on:

- \* Capital Resources
- \* Capital Financing Strategies
- \* Creative Financing Solutions
- \* Investment and Borrowing

The council is a leading, innovative authority in developing investment, special finance and money market strategies to assist the achievement of the Council's Financial Strategy.

As a member of the Departmental Management Team you will be expected to contribute towards the management development of the Department and the achievement of its targets. You will be responsible for a division of 9 staff and should have the ability to manage and motivate the group whilst encouraging staff development and training.

You need the ability to advise on creative financing solutions and the ability to apply a detailed knowledge of local authority finance and resource issues.

We particularly welcome applications from women, black people or people with disabilities as they are currently under-represented at this level in this organisation.

The council offers interest free loans for travel season tickets and a scheme for relocation expenses.

Application forms and further details are available from London Borough of Hammersmith and Fulham (Personnel), Town Hall Extension, King Street, Hammersmith, W6 3JU, telephone 01-741 0904 (24 hour answering service) quoting Ref. FCFLD 001. Closing date: 11th November.

We welcome applications whatever your gender, race, colour, ethnic origin, nationality, religious beliefs or practices, age (up to 65 years), or trade union activities and from people with disabilities, lesbians and gay men.  
JOB SHARERS WELCOME.

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A leading Swedish Finance Company in London is seeking an experienced person to join the company as an Executive Director. The successful applicant should have an all round extensive knowledge of Swedish law, business practice and regulations and should be fluent in both written and oral English and Swedish. The duties will include development of business opportunities with Swedish Companies in the UK and maintaining close relationships with our existing clients.

Please apply in writing with full CV before October 26 to The Advertiser, Write Box A1020, Financial Times, 10 Cannon Street, London EC4P 4BY

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The Board wishes to recruit an additional Investment Executive to join its team of seven people responsible for appraising new investment proposals, negotiating appropriate financial packages, making recommendations to the Board of Directors and supervising legal implementation of approved investments. He/she will also have responsibility for post-investment management of part of the portfolio.

Suitable applicants are likely to be educated to degree level or hold a professional qualification in accountancy or a similar discipline, with at least three years' industrial, merchant banking or venture capital experience post-qualification. Sound judgement of people and commercial opportunities is essential as is a keen interest in assisting the successful development of business in an agency which is not afraid to be "hands-on" when required and which sees itself as part of the local community.

An attractive salary on a scale between £20,000 and £30,000 is offered, together with a good pension scheme and assistance with relocation to the West Midlands in appropriate circumstances.

Further particulars and an application form are available from:

Roger Dicker, Assistant Chief Executive,  
West Midlands Enterprise Board Ltd  
Wellington House, 31/34 Waterloo Street  
Birmingham B2 5TT.

Closing date: 7 November 1988

West Midlands Enterprise Board is an equal opportunity employer.



# Managing Director Togo

Ecobank Transnational (ETI) is Africa's first privately and indigenously owned offshore bank. Its mission is to establish itself as West Africa's leading wholesale banker and provider of innovative financial services. During 1988 commercial banking subsidiaries have been established in Nigeria, Togo and the Ivory Coast, to be joined shortly by Ghana and representation in London.

ETI seeks an experienced banker to lead the development of its Togo operations, particularly marketing and expanding its capability in corporate banking and foreign exchange. The Togo bank is well capitalised, profitable and operating to modern banking standards.

Candidates should have experience of general

management in high growth banking environments, with exposure to profit and liquidity management, I.T., operations control and management of staff. This position also demands significant drive and initiative with good leadership and communication skills. Fluency in both English and French is required.

Location is Lome, and a competitive and tax-efficient expatriate compensation and benefits package will be offered to the successful candidate. Please write in confidence, enclosing full career and personal details together with a daytime telephone number, to our consultants: Cameron Forbes, Algama Consultancy Centre, Square Plasy 94, 1040 Bruxelles. Tel: 7350560 Fax 7351417.



**Euro Brokers**  
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Euro Brokers Sterling Limited, a member of the Euro Brokers Group of leading International Money Brokers, wishes to employ an additional and experienced Building Society broker to support its rapidly growing business with Building Societies. Candidates should have a detailed understanding of Forward Rate Agreements, Interest Rate Swaps and derivative products.

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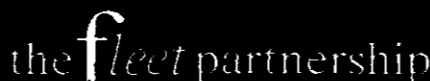
#### Excellent Remuneration

In the wake of the events of October 19th, last year, many equity centred operations have felt the need for 'reassessment' of plans. Not so our client, who is continuing a planned and prudent programme of recruitment.

The Fleet Partnership has been asked to assist in the selection of suitable applicants for the following:

- \* **Property/Financial Analysis**
- \* **European Analysis**
- \* **Economic Research**

If you possess experience relevant to the above opportunities, and wish to discuss the possibility of linking your future plans with those of our client, then please contact Elizabeth Sullivan on 01-831 1101 (or evenings 01-729 6611).



Financial Recruitment Consultants.

37/41 Bedford Row, London WC1R 4JH. 01-831 1101 (24 hours)

## Jonathan Wren Senior \$ Straights Trader c£60,000

An excellent opportunity exists with a successful Japanese house for someone to head up the \$ straits trading team. The individual sought will have a minimum of three years' experience, an analytical and technical background together with the ability to liaise with a wide range of clients.

This is an exciting move forward for a high calibre individual with an entrepreneurial approach and a successful track record.

Contact Nigel Haworth.

### Solicitor c£25,000

This is an important opportunity to join an expanding City bank where you will work closely with its legal adviser.

Applications will be accepted from qualified solicitors with two years' post qualification experience. You will most likely be employed in either banking or with a firm of City based solicitors.

Contact Norma Given.

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

## Jonathan Wren Recruitment Consultants

No.1 New Street, (off Bishopsgate), London EC2M 4TP.  
Telephone: 01-623 1266. Fax: 01-626 5258.

## MONEY MARKETS DEALER

We are seeking a trader who is well-versed in UK domestic and Euro-currency money markets and their allied instruments.

The successful candidate will ideally be 25-35 years old and have a minimum of three years experience in an active environment. The job description necessitates a practical working knowledge of FRA's, Interest Rate Futures and Options and Foreign Exchange Forward Swaps.

This senior position, in a new and developing in London, will carry an attractive remuneration and benefits package.

Applications, including a detailed curriculum vitae, should be forwarded to Fiona Campbell, Personnel Officer, The Bank of Bermuda Representative Office, Minster House, 12 Arthur Street, London EC4R 9AB, telephone no. 01 623 5551

### MANAGER LEVERAGED FINANCE £35-£40,000

Our client is a prime US investment bank with a strong presence in the area of acquisition finance. Recent restructuring has led to the need to recruit an additional Account Manager to get involved in both originating and closing a range of UK leveraged transactions including LBOs, MBOs and Public Acquisitions. In addition to having substantial experience in these areas, candidates will ideally have gained some exposure to syndicated leveraged lending. The successful candidate is likely to be aged between 25-35 with a high level of motivation and the ability to communicate at all levels.

Contact: Loretta Quigley

Please telephone 01-606 1706, or send a Curriculum Vitae to  
Anderson, Squires Ltd, Financial Recruitment Specialists,  
127 Chesapeake, London EC2V 6BU

Executive Division

### MANAGER PROPERTY FINANCE £30-£40,000

This large international bank has an established reputation in most major financial markets, and now intends to build a significant property finance business. We are recruiting an experienced property specialist to control its existing business, and to expand into new areas. As leader of a team you will be both responsible for the day to day activities of the marketing officers and support staff, and will also lead the business development strategy. With a firm commitment from the management and extensive resources at your disposal this is an opportunity to test your marketing and managerial ability.

Contact: Jocelyn Bolton

Anderson, Squires

### EXECUTIVE DIRECTOR

Aggressive and result oriented Executive Director required for Trading Division of fast growing multi-national group. The business involves sourcing of chemical raw materials for captive consumption in several overseas countries as well as profit oriented trading in industrial products with third parties worldwide. Experience of trading in Asia, Africa and the Far East in related items would be particularly appropriate. Location Romford, Essex.

Excellent career prospects, salary and conditions.  
Reply with C.V. in strict confidence to:

Box A1015, Financial Times, 10 Cannon Street, London EC4P 4BY

## EUROMONEY

Euromoney is the world's leading financial information company and is seeking to recruit:

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This is primarily a sales position for a competent marketer with a banking/financial background, to research, develop and sell international marketing services to senior personnel in financial institutions. Applications are invited from graduates aged 25 - 35 with sales experience, a language ability and experience within the banking industry. The job will involve extensive overseas travel.

**A SEMINAR PRODUCER**  
To design and run Euromoney seminars. This is primarily a research/sales position which would suit a recent graduate with an interest or background in the international financial markets.

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ARTS

Politics reduced to soap opera

Lionel Barber looks at the influence of television on the US election campaign

The decisive moment in American television coverage of this year's election came just after the first presidential debate. ABC News's anchorman Peter Jennings...

6,000 journalists and 60 satellite trucks jammed into Des Moines to cover a supposedly decisive election. In the event, both Mr Bush and Mr Dukakis, the eventual election winners, came in third...

In Massachusetts schools, the more lasting impression was that the Governor was somewhat unapologetic. In early September, Mr Dukakis tried to bounce back on the screen by appearing near the forest fires in Yellowstone National Park...

Dan Rather tried to break out by staging a live interview with Mr Bush intended at first to open his role in the Iran-Contra scandal. The exercise backfired because Mr Rather turned aggressive and Mr Bush - pre-programmed by Mr Ailes - struck back...

Watching McLaughlin is like watching a cockfight. The journalists - all respected wordsmiths - are also good actors, playing their appointed roles of red-meat conservative and soft-boiled liberal and shouting each other down mercilessly...

American television has allowed itself to become accomplice to the crimes of all the presidential candidates: the trivialisation of political issues and avoidance of serious debate



Jennifer Lander and Julie Legrand

Mrs Vershinin

Having done a reputation-restoring job on Maughlin's Mrs Gauguin, Helen Cooper turns her witty attention on the unseen wife of the battery captain in Chekhov's Three Sisters...

The squalid creature who keeps trying to poison herself is revealed by Julie Legrand to be a trapped neurotic with anxiety dreams and a brother fixation. In tender flashbacks with her best friend, a vegetarian teacher (Jennifer Lander) who has had an affair with her father, Yeliena Vershinin unfolds a story of failing to catch much love or attention...

Yeliena is shocked back to a sense of parental duty by Chekhov's third act fire. The performance needs to inhabit more of the set, and more vocal push would not hurt. But this is such a refreshingly unusual enterprise of atmospheric, funny text, relative dramaturgy and good design (the full length windows, generous perspectives and creamy crumbling provincial structure are evocative of a Slav new theatre look practised from Wajda to Vasiliev) that quibbles perish.

Dancing and Shouting

Dance Umbrella, celebrating its tenth year as a shelter for experimentation of the best and sometimes most tiresome kind, began its five week festivities on Monday night. An opening shot across our bows, Second Stride presented Jan Spink's new theatre piece, Dancing and Shouting.

Accompanying them are fragments of dance, mostly under-developed, during which the dancers seem to be doing their own thing, and portentous slow-motion dressing and undressing. The water, of course, lies there in wait for the producer's intentions, and eventually stakes its claim to the dancers. They bathe, wash themselves, obsessively clean their clothes (while still dressed), and generally splash about, before eventually hurling books at the buildings and the water in an access of urban fury as civilisation fails them.

not been rendered catatonic by the obscurity of what is going on - or by aghast recognition of yet another reverberant truism about Our Threatened Society - certain theatrical ideas are hauntingly effective. A moment when arms and legs project from the windows of the setting, the occasional eruptions of blind and frantic energy, images of loving care between people who have become derelicts, are both vivid and shocking. But the overriding problem for me is that Mr Spink's various threads of meaning are not yet tant enough, and his messages far too generalised. By focusing his action, he can focus our comprehension.

Polish National Radio Symphony Orchestra

The Polish descent upon the Barbican on Monday was a heavy-duty affair: a very large band, two substantial works - the Sibelius Fifth and Chopin's E minor Piano Concerto - and two further pieces, where one would have sufficed. Prokofiev's 'Lieutenant Kije' Suite was passable, if tame; but national pride was ill served by playing a wildly over-orchestrated version of Szymanowski's 'Nocturne and Tarantella'...

There were certainly no orchestral thrills in the Chopin concerto (in fact I can't recall hearing a bumper accompaniment to the elegant A major tune in the Rondo; it must have been under-rehearsed). None, fortunately, is needed for the solidist Kim Woo Park commanded all one's attention. Wielding an unwontedly big sound along with his familiar liquid delicacy, and an exquisitely refined rubato too, he dressed the piano-writing in iridescent hues. Park has been a rewarding artist for a good many years now, but this performance rose to a new level of authority and imaginative resource.

Barbican Hall. The Polish descent upon the Barbican on Monday was a heavy-duty affair: a very large band, two substantial works - the Sibelius Fifth and Chopin's E minor Piano Concerto - and two further pieces, where one would have sufficed. Prokofiev's 'Lieutenant Kije' Suite was passable, if tame; but national pride was ill served by playing a wildly over-orchestrated version of Szymanowski's 'Nocturne and Tarantella'...

Lohengrin

British stage directors are a rare breed in the German opera world. One or two, like David Pountney and Graham Vick, have been welcomed because their production styles are not far removed from the kind of 'concept opera' predominant in West German theatres. But there seems to be a jinx on more traditional, naturalistic productions like Peter Hall and John Cox, who have been unable or unwilling to adapt their production techniques to German conditions. Ian Judge might have pondered this before agreeing to stage Lohengrin at the State Theatre in Wiesbaden, where his Macbeth production for Opera North made a guest appearance at this year's May Festival.

Fortunately there is another half to the story. The musical direction was in the hands of Ulf Schirmer, barely 30 years old and newly installed in the post of Generalmusikdirektor in Wiesbaden. The State Theatre - one of many built around Europe in the 1950s by the Viennese architectural team of Fellner and Helmer, and one of the few German theatres to escape wartime bombing - has traditionally proved a useful stepping stone for the best young German conductors. One hesitates to speak of Das

Wunder Schirmer - but on the evidence of this Lohengrin and some of his other recent work, it will be no surprise if Schirmer follows in the steps of illustrious predecessors like Klepper and Sawallisch. The seamlessness of the string lines and blending of instrumental voices were the stamp of an unusually gifted orchestral technician. Schirmer's natural grasp of the structure of the music, of the long breaths and mature climax, gave the performance a calm authority, while the dramatically punctuated orchestral outbursts of Act 2 were exactly and thrillingly placed. Orchestra and chorus responded with verve and refinement.

The cast included a poised and dignified King Henry from Johann Werner Bruhn, and a crisply-sung Heraldi from Elke Wilh Schulte. The tall, sun-faced Elsa was the American soprano Sue Patchell, who grew in vocal confidence as the evening progressed - unlike the tenor Norbert Orth, a diminutive, unheroic figure who took over the title role at three days' notice and here the bewildered, faintly comic look of a Germanic Dudley Moore.

Andrew Clark

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ARTS GUIDE October 14-20. THEATRE London. Messora For Messora (Barbican). Pick of the RSC London repertoire, a gripping revival by Nicholas Hytner, strongly acted, with witty Glasgow references. (858 5821). Oct 15, 19, 24, 25, Nov 4, 5, 11, 15. The Secret Rapture (Lyttelton). Brilliant new David Hare piece who took over the title role at three days' notice and here the bewildered, faintly comic look of a Germanic Dudley Moore. (879 8589). Easy Virtue (Garrick). Transfer of King's Head revival of early Noel Coward: worth seeing (879 8107). South Pacific (Prince of Wales). Average revival with Gemma Craven failing to win the emotional Emile Belcourt out of her hair. (898 5989). Follies (Shaftesbury). Eartha Kitt and Mollie Hatterlin decorate Mike Ockrent's strong revival of Sondheim's 1971 musical. (879 8589). The Admirable Crichton (Haymarket). Rex Harrison in a classic of 12 years in a genuine classic. (897 9686). The Swense (Aldwych). Eight short Chekhov pieces translated and adapted by Michael Frayn. West and Cheryl Campbell. Slightly rewarding. (836 6404, CC 879 6283). Sugar Babies (Savoy). Micky Rooney and Ann Miller repeat Broadway roles and catch bit stamina and star quality. (836 8886).

SALEROOM Porcelain loses its gloss. It was always reckoned that the British Rail Pension Fund's sale at Sotheby's of its continental porcelain would give the concept of investing in art its biggest challenge, and so it proved. The Fund was hoping to raise £80,000 for its pensioners but only managed £59,800. There were some excellent returns on its purchases of the mid-1970s, when it was advised by Sotheby's, but also some glaring failures. The sale totalled £1,172,545 in the morning session, with over 21 per cent unsold. The top price was the £89,000 paid for a maiolica dish painted by Nicola da Urbino around 1530 and depicting the rape of Proserpina. The Fund paid £27,500 for it in 1976; yesterday it carried a top estimate of £80,000. An exceptional Florentine drug jar of the late 15th century, purchased in 1976 for £13,750, also showed a good return, making £98,000, well above its £35,000 top estimate, while an armorial dish, painted by Francesco Xanto Avelli in 1532, has apparently risen in value since 1976 from £11,550 to £60,500. The same sum secured an unusual Gubbio lustrated Urbino plaque of around the same date, which had cost £10,000 in 1975. But against these successes in Renaissance Italian ceramics there were some embarrassing disappointments, especially among the French porcelain. A pair of Mennecy figures of a chameleon and his companion, acquired for £16,500 in 1976, were expected to make at least £40,000 yesterday. In the event they were unsold at £28,000, as was an important Augustus Rex vase and cover of around 1725 and a pair of Nymphenburg Italian comedy figures of Harlequin and LaLaga of around 1780. The rarest piece in the auction, a Vezzi teapot and cover made in the mid 1720s in an Italian factory from which only 200 pieces have survived, sold for £39,600. The lesson to be drawn from the Pension Fund's investment in art is that while items of the finest quality will usually perform reasonably well - the situation with its silver purchases - other sectors of the art market will be out of favour for a long time. Porcelain is a small and difficult area and although the Fund bought good pieces there are not enough rich collectors to guarantee a worthwhile return on the speculation. At Sotheby's in New York a diamond tiara, bought in the 1930s for the Duchesse de Westminster, sold for £58,857; in 1959 in London it had made £110,000 but in the intervening years it has lost three of its best stones. Antony Thorncroft

FINANCIAL TIMES

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Wednesday October 19 1988

# The Mexican dilemma

DRAMATIC MEXICAN rescue operation. Imagine the shudder that such headlines send down the spines of financiers, politicians and central bankers, all of whom recall the consequences of Mexico's admission in August 1982 that it could no longer service its debts. In Mexico again leading the pack, with the announcement of a \$3.5bn "bridging loan" from the US Government? Is the bridge perhaps one between the old world of an increasingly discredited Baker plan to a new world of direct financial support for the indebted countries from the treasuries of the major developed countries?

At present, it is impossible to tell. Important elements in the story remain somewhat obscure, including the terms on which this finance is being offered, the expected involvement of the IMF and the World Bank, and the condition of the Mexican economy itself. Washington claims that serious liquidity problems in the Mexican economy justify its direct involvement. There appears to be some truth in this, but the offer of \$3.5bn may also be intended to ensure that nothing untoward disrupts the apotheosis of Mr Bush. From the Mexican perspective, three weeks before the US presidential election must have seemed a good time to hold out the begging bowl.

### Risky affair

But is the US wise to support the Mexican economic programme so strongly? Since the exchange rate has been the central instrument of counter-inflationary policy, the current Mexican stabilisation programme is a risky affair. With monthly inflation down to 0.5 per cent in September, it would appear successful, but the price has been real appreciation of the currency of some 20 per cent this year. This appreciation is, in turn, associated with an import surge, a deteriorating trade balance and capital flight. To make the programme work, Mexico needed good luck, but - with hurricane Gilbert and the oil price fall - it has had the reverse. The country has made substantial prog-

ress with economic adjustment since the onset of the debt crisis. Oil now accounts for only 45 per cent of export earnings, down from 80 per cent. The balance of payments position became very strong, too, with a current account surplus of \$2.5bn in 1987 and reserves of over \$12bn at the beginning of September. But all this has been insufficient to guard against liquidity problems in current adverse circumstances.

### Difficult circumstances

So, Washington's involvement is perfectly understandable. What is less obvious is that it is wise. For a country experiencing a severe deterioration in the terms of trade, the attempt to hold up the exchange rate may well prove a serious waste of resources and credibility. Worse, by making an offer of funds, Washington could provide a signal that Mexico is justified. Meanwhile, for the incoming Mexican administration there is the danger that agreement to the package will be criticised as allowing the "gringos" to tie Mexico into a doomed stabilisation programme.

It is not a mistake for Washington to supply official funds. Nor is it wrong to supply funds to Mexico, which is not only of great importance to the US but has made exceptional efforts to adjust in difficult circumstances. What is worrying is that policy is responding, like a Pavlovian dog, to purely short term exigencies. It is still worse to engage the moral and financial capital of the US behind a programme which may eventually be seen as a political and an economic disaster in Mexico itself. Senator Bill Bradley has charged that Mr Bush "will support a policy which will appear successful, but the price has been real appreciation of the currency of some 20 per cent this year. This appreciation is, in turn, associated with an import surge, a deteriorating trade balance and capital flight. To make the programme work, Mexico needed good luck, but - with hurricane Gilbert and the oil price fall - it has had the reverse. The country has made substantial prog-

There is a rule of thumb that the best time to extract concessions from the US Government comes once every four years. During the presidential election campaign, domestic politics traditionally exercises a paralysing impact on US foreign policy. The value of that tradition has not been lost on Latin America's debtor nations.

In August, Argentina secured the promise of a \$500m bridging loan from Washington. Over the weekend, it was the turn of Mexico, the country which triggered the third world debt crisis in 1982.

On Friday, Mexico's debt negotiators, Gustavo Petricoli and Angel Gurria, flew into Washington. By Monday, they had secured the promise of \$3.5 billion from the Federal Reserve and the US Treasury. This is a bilateral bridging loan of unprecedented proportions, and one agreed without either party knowing precisely what is going to prop the bridge up.

From the perspective of the Reagan Administration - and that of Vice President George Bush who may be only three weeks away from the succession to the White House - both the Argentinian and Mexican deals can be welcomed with a sigh of relief.

The last thing Mr Bush (and his campaign manager the former US Treasury Secretary James Baker) needed before November 6 was a new Third World debt crisis. The Mexican government was also playing for time. It badly needs a breathing space during which the incoming Government of the newly elected president, Mr Carlos Salinas de Gortari, who takes office on December 1, can formulate its economic policies.

In the last few weeks, Mexico has been hemorrhaging foreign reserves at an alarming rate. Reserves reached a high point of \$15.2bn at the end of May. On September 1, President Miguel de Madrid put them at \$12bn, a figure inflated by the inclusion of several contingency lines of credit including one swap facility with the US Treasury. Subsequently, another line of credit made available by Washington for \$400m for financing the purchase of agricultural products went largely unutilised.

When Mr De la Madrid spoke foreign exchange reserves had almost certainly dropped below \$10bn and now are reckoned to be \$10bn or less. One factor in this fall had been a surge in capital flight. Mexico's domestic political situation has rarely looked more uncertain than since the election in July. It signalled the weakening of a group of the ruling PRI party and the opening of a new and unpredictable era in Mexican politics.

# The Crash one year on

THE CORRECTION of '87 clearly has the ring of a classic newspaper headline. Yet with hindsight it looks a more accurate description of what happened in world stock markets a year ago today than the more catchy Crash of '87, which is now the accepted label. If the main market indices are to be believed, the average equity investor in New York, London and Tokyo is still much richer today than at the start of 1987 and the prompt decision of central banks to relax monetary conditions at the time gave additional impetus to an already robust world economy. As for the regulatory response to the market slide, it has been decidedly muted. In this common sense, in view of the modest fall-out, or dangerous complacency?

The answer to that question hinges largely on whether the Crash is seen as the problem or the solution. On the face of it, the heavy buying in the first three quarters of 1987 was substantially fuelled by a boom in global liquidity arising from central bank support for the dollar. At one level the Crash reflected the market's fear that the support operation would fall victim to growing tensions over trade imbalances; this carried the risk of a chain reaction involving a plunging dollar, renewed inflation, followed by tighter money and consequent recession. At another, the market was acknowledging that equity prices had risen out of line with historic valuation yardsticks.

There is, in fact, a better solution to these problems - to wit, more capital for the market making function to provide a bigger cushion against volatility. So far the post-Crash capital increase in New York has been inadequate; and in Europe it is crucially important that the European Commission's forthcoming capital adequacy proposals for securities firms do not undermine these financial centres with more stringent rules. Finally, there is something odd about a system in which central bankers are once again acting as lenders of last resort to the securities markets as they did in the 19th century, without monitoring directly what happens there. One year on, this issue looks quite as relevant as it did at the time.

# High cost of defence

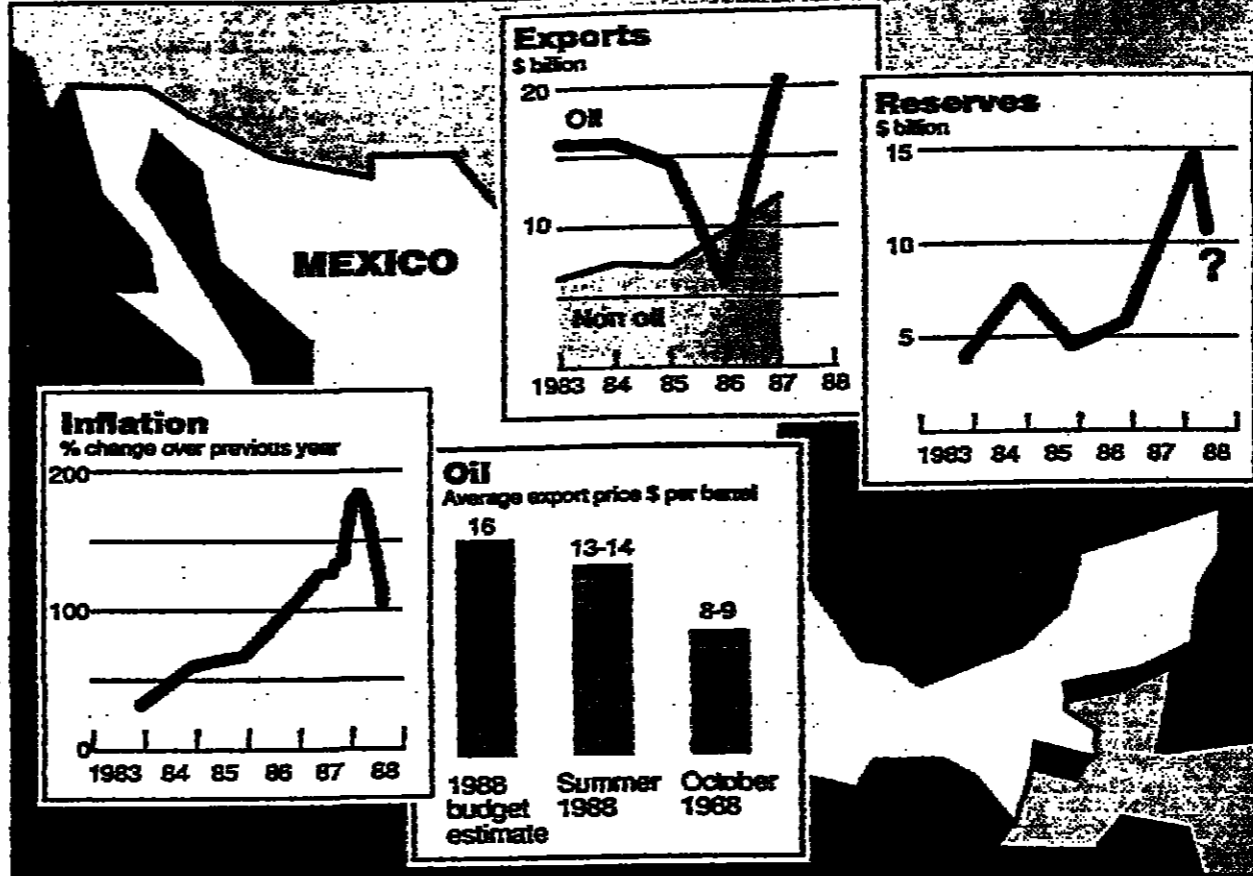
The Military Balance, the handbook of defence specialists the world over, gets fatter and fatter - almost in inverse proportion to the threat of war.

The first issue, published in 1968, had 11 pages and cost one shilling. It was called NATO and the Soviet Union, and did not even discuss the Warsaw Pact, either because there was not sufficient data available or because the authors thought that the rest of the Pact not worth mentioning alongside the Soviet forces. There was no hint either that The Military Balance was to become an annual publication.

The 30th issue, published today, has 280 pages and costs £18.95. The Warsaw Pact is in, as it has been for some time. So is the third world, and there is additional information on naval developments.

François Heisbourg, the director of the International Institute for Strategic Studies, from whose stable it comes, estimates that the price per page of producing the document has multiplied by 15 since it was started; and by 14, allowing for inflation. Heisbourg is an unusual phenomenon in many ways. He is a Frenchman heading a predominantly Anglo-Saxon institute. He has a long and successful career in business, having been a vice-president of Thomson-CSF. He may well have a career ahead in politics. "My future lies in France," he says. The only exception would be if he were formally to join the international academic community to which he considers he already belongs. France would not be the place for that. Otherwise the future lies between business and politics.

# Stewart Fleming, Richard Johns and Stephen Fidler report on the US loan to Mexico



# A favour to a neighbour

It did not take the financial markets long, once the oil price decline set in, to come to the conclusion that a major devaluation of the Mexican currency was beginning to look inevitable. Taken together, all these factors raised the possibility of a repeat of the crisis of 1982. Rather than risk waiting, as in 1982, until its foreign exchange reserves and its bargaining power were exhausted, Mexico turned, apparently within the last two weeks, to the US for financial support to try and shore up confidence.

This was a second-best choice, given Mexico's traditional resentment of any dependence on the US. The government's preferred solution would, it appears, have been a broad based facility provided half by international commercial banks and half by multinational institutions on the one hand. It is widely believed in financial circles in Mexico City that Dr José Córdoba, President-elect Salinas's special adviser, floated the idea of such a loan, for \$6bn, when he was in New York towards the end of September.

That got nowhere, with the threat of further capital flight. The government turned to the US - and there is now unashamed relief in government circles in Mexico City over Washington's quick response.

The US had every incentive to help its southern neighbour. The incoming Salinas administration is working out its policy toward the debt issue. Recent statements seem to indicate that the Mexicans are leaning towards cooperation, rather than confrontation.

and the US was keen to encourage this. It was also keen to encourage the progress made since 1982 in diversifying the Mexican economy. Non-oil exports have risen by 45 per cent since 1986, according to one US official, so that today they comprise 75 per cent of total exports compared with 25 per cent in 1985.

Inflation has been reduced dramatically, rising by only 0.5 per cent in September. And the Solidarity Pact, between government, employers and unions, to hold down wages and prices, has been renewed till the end of the year. After the bridging loan was announced, US officials stressed the importance of Mexico's economic policy reforms. "This is a vote of confidence in the outgoing Government and the incoming Government," said one official.

If the two sides are lucky, the bridging loan itself should help to discourage capital flight; in an ideal world, indeed, Mexico might never actually need to draw on the US financing. In contrast with 1982, the Mexicans and

American have acted before the rescue procedures have been overthrown by events is widely accepted. Austerity policies in Latin America have already squeezed domestic economies to such an extent that, as in Mexico, political stability is being brought into question. But what is missing from the kind of ad hoc approach to the debt problem which has been evolving this year is any clear sense of a long term strategy, and the financial commitments to back it up by the lenders.

The sudden eruption of the Mexican debt problem again is a reminder of just how fragile the Third World debt situation remains. It also highlights the fact that although the so-called Baker Plan for tackling the continuing debt crisis has been overhauled by events an alternative has not yet emerged to replace it. The issue of a new approach to the debt problem will come back again next year - posed once again by Mexico. For Mr Salinas, the major issue in the longer term is to obtain a reduction in debt service payments so that after six years of stagnation Mexico can enjoy renewed growth. The indications are that he is seeking a reduction of 50 per cent in the \$6bn (7 per cent of GDP) paid out annually to service Mexico's debts. This week's bridging loan, by making the US administration the central player in resolving Mexico's short term problems, may reduce Washington's ability to escape such a role in the search for a longer term solution.

The most remarkable aspects of the agreement are its size and the uncertainty about how it will be repaid.

As for the repayment of the loan, the expectation is that the World Bank may provide between \$1.5bn and \$2bn of funds and the IMF perhaps up to \$800m under the new Contingent Facility and Contingent Financing Facility, awarded to countries which suffer from a sharp price drop in a key export commodity. Because it is a new type of facility, it may take some months to work out, which suggests that the World Bank financing will be in place before any IMF loan, as appears to be happening in the case of Argentina. The World Bank is already engaged in negotiating a series of major new project loans for Mexico, and it is expected that the Bank will make new structural adjustment

# OBSERVER

super-élite technocrat: for instance, as Minister of Defence or Industry. Some say that that even applies to the Premier. Besides, there is a broad consensus in France on defence policy. So Heisbourg could fit quite naturally even in a centrist administration, though he does not conceal his socialism.

All that is probably some way ahead. Heisbourg has been director at the IISS for just under a year. He has put the finances in some order; not that they were too bad in the first place, for the honorary treasurer is Sir David Scholey of Warburg and the Institute is advised by Robert Fleming, its chairman is Sir Michael Palliser, a former head of the British Foreign Office and now deputy chairman of the Midland Bank. Thus the IISS depends swiftly to last year's stock market crash. It now has a capital base of \$5m, which Heisbourg hopes to double.

The Institute is currently advertising for a Director of Development who would be responsible for long term fund-raising. Heisbourg wants to reduce the dependence on money from foundations and is aware that one of the reasons why the neighbouring Trade Policy Research Centre nearly went under is that it neglected to look after its financing.

to have discovered Gorbachev for the west, and it is possible that he will be in London before the end of the year. Perhaps it is only Soviet gossip that has it that his wife, Raisa, would prefer France or Italy first.

Whitelaw next Lord Whitelaw was in complimentary mood at the expense of himself at a Foyles literary luncheon in honour of Norman Tebbit who could, and did, boast that his autobiography, Upwardly Mobile, was published only a week ago and is already in its second edition.

Comparing their success in two previous posts they had in common during their careers - Employment Secretary and Chairman of the Conservative Party - Whitelaw deprecated his own performance in both. As Employment Secretary, Tebbit had been an outstanding success, while in his own short occupation of the post "I certainly achieved absolutely precisely nothing. Most of it was a minus." Chairman Tebbit led the Party to electoral success last year; Chairman Whitelaw presided over its defeat in the second election of 1974. Whitelaw's own memoirs are coming along.

Soviet chic A new Russian shop is due to open in London today. It is very small, rather chic and very expensive. The reason given is that the lease run out on the old shop in Holborn. The new one has a much smarter address. It is 99 The Strand, just next to Simpson's and just right for Christmas. Definition The Iron Age: before drip-dry.

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Raymond Snoddy talks to the IBA's chairman about commercial TV's future

# Public duty, private worry

The long-running debate over the future of UK broadcasting reaches a final stage with the publication next month of a White Paper describing the Government's plans for a free market future. Lord Thomson of Monifieth, chairman of the Independent Broadcasting Authority and by nature an incurable optimist, is deeply worried about what this will mean for the future of British commercially-funded broadcasting.

"The heart of my worry is that the Government may abandon the concept of public service obligations for commercial television," says Lord Thomson. He leaves the IBA at the end of December after nine years, first as deputy chairman and then chairman.

"I wish I could find a better phrase for public service obligations - it sounds such a dull, drab, bureaucratic phrase but underneath it lies something of rich value to the ordinary viewer and I think that some people in government are very tempted to let that go, to think that the way the world is developing it is no longer desirable or possible to sustain it. I think that is a mistaken view," he says.

There are firm grounds for his fears. The White Paper will advocate the deregulation of ITV with a ritual nod two in the direction of quality and variety, and the IBA will be replaced by a new commercial television authority which will regulate all commercial output including cable and satellite, but do so with a much lighter touch.

Lord Thomson, former political journalist, Labour Cabinet minister and editor of The Dandy comic is retiring partly to spend more time with his wife but also to be free to return to Parliament.

"We are the only country in the world which has created a public service broadcasting system of high quality that is entirely commercially funded out of advertising," he says. He believes it would be a tragedy if this tradition were to be discarded.

Lord Thomson, speaking in his IBA office in London's Brompton Road, is what increasingly must feel like a bunker. Not only is the IBA's future being called into question, but some of its decisions, such as allowing Thames Television to go ahead with the transmission of its documentary on the SAS, shootings in Gibraltar, are attracting criticism and bitterness.

On his office wall is a montage given to him on his 60th birthday by the World in Action, the Granada investigative programme that has given the IBA cause for thought over the years. It

is a picture of the statue of justice with a superimposed picture of Lord Thomson balancing the scales and underneath a caption reading "Due impartiality".

Such a tradition of impartiality in television news and current affairs, he believes, is just another of the assets of British broadcasting now coming under threat from some sections of the press and politicians.

Lord Thomson is appalled by the kind of attacks being made on broadcasters by politicians and others and the fact that television is put on trial for things accepted as normal in the popular press.

"I do think it's whipped up by politicians and what they are doing is taking such a risk with one of our most precious assets," he says. He is unrepentant about the IBA's decision to televise "Death on the Rock" despite government hostility, although he believes the nature of the decision taken has been greatly misunderstood.

"We simply had to decide whether there were any reasonable grounds on which we could refuse the right of Thames to put out a programme about the events when the rest of the world's media had already been interviewing witnesses," he says.

There was no question of a seal of approval - beyond making sure that the programme was not sent on the IRA and that full weight was given to the enormity of the crimes being planned by the terrorists.

"I think people felt we were on the IRA side by allowing it to go out. We had a much simpler decision to make as to whether it was a legitimate journalistic operation, a matter of public interest," he says.

Battles over individual programmes, and where the limits of freedom should be drawn in a democratic society, will continue as long as there is a body such as the IBA.

Lord Thomson is, however, struck by a much larger irony. It was the Churchill Government which created ITV - the Bill received Royal Assent in July 1954 - despite opposition from those such as Lord Bess, the first managing director of the BBC, who likened its coming to the Black Death. It was Mrs Thatcher's first government, and in particular Lord Whitelaw who was then Home Secretary, which was responsible for Channel 4.

Lord Thomson finds it odd that Mrs Thatcher should be prepared to put these Conservative creations at risk and he fears there is a danger that the Government is getting over-excited



Lord Thomson: "Need a positive form of regulation"

about the pace of technological change and how rapid the impact of cable and satellite channels will be.

"I was a member of a Government that believed in the white hot technological revolution and really a lot of good it did us," he says.

Lord Thomson believes change will be gradual enough to "make it reasonable to believe that by the end of the century the four familiar public service channels will still be the heartland of most people's viewing provided they are not destroyed for ideological or doctrinaire grounds."

Such an optimistic picture would depend on the ITV companies putting their own house in order in terms of getting rid of over-manning and restrictive practices.

That, Lord Thomson believes, is already happening, partly as a result of Government pressure and partly because of the imminent competition from the new satellite channels such as the four being launched by Mr Rupert Murdoch in February.

Critics would say that the IBA has not exactly been in the vanguard of encouraging such change and that the quality of the ITV sector has been only marginally improved by its cost.

Lord Thomson, however, is determined to make sure the ITV companies will not be allowed to anticipate Government legislation which will probably not take effect until the beginning of 1993 by quietly trying to drop some of their obligations now.

The IBA recently refused permission for London Weekend Television to

move its traditional religious programme out of its Sunday evening slot to make way for a popular current affairs programme.

"We thought this is a rather critical time to put down a marker about maintaining the significance of that kind of obligation. Some people in ITV are behaving as if the great revolution and the abandonment of public service was imminent. They are in the sixth year of eight-year contracts with a three-year extension to go," said Lord Thomson.

"The ITV companies, which I have come to have a great affection for over the years, remind me a bit of farmers. The had harvest of last year always blots out all the good harvests of the past and the bad harvest anticipated for next year always blots out the future," he added.

The reality, he believes, is that the ITV companies are making an embarrassing amount of money out of the increasing demand for a rather limited amount of airtime.

The challenge facing policy makers both in government and the broadcasting industry is to make sure that more channels actually mean more choice. The planned fifth terrestrial channel, Lord Thomson argues, should be used to provide more local television.

"You can have more channels and more choice but you need to do it rather consciously and you need a positive form of regulation," he says. So from New Year's day Lord Thomson will continue his battle for the survival of quality commercial television by other means.

## Privatisation

# Split British Coal into competing companies

By Richard Pryke

The privatisation of the coal industry, to which the Conservatives are now firmly pledged, could be viewed as a piece of symbolism. What really matters is the reduced power of the National Union of Mineworkers, and the coming of competition due to the denationalisation of electricity and the generating authorities' new freedom to buy coal abroad. Indeed it may be thought that because imports are now so cheap there will, by the time that British Coal comes to be privatised, be little of the industry left to sell and even less which investors are prepared to purchase. According to Bill Robinson of the Institute for Fiscal Studies, when the generating authorities are able to buy coal from the cheapest source, deep mined output could fall to only 25m tonnes.

This argument is, I believe, largely false: the coal industry should be able to retain the great bulk of the power station market and privatisation is important, if only because it can help the industry to maximise its market share. Robinson ignores the scope for increasing output at the better pits and reducing their costs. British Coal is planning to raise labour productivity by about 50 per cent over the next five years by introducing heavy duty equipment and tightening up efficiency. Furthermore, six-day costing and flexible working could raise pit output by around 80 per cent and thereby reduce fixed costs per unit of production. The general rise in productivity and flexible working should, together, reduce unit costs by a quarter. This allows for a growth in miners' real earnings of 3 per cent per annum, and an examination of shaft capacity shows this is unlikely to be a serious constraint.

Given the reduction in unit costs and the boost in output, British Coal will be able to provide some 60m tonnes of deep mined coal at an operating cost of no more than £1.07/tonne in 1992-93, which is probably the year which has been pencilled in for privatisation. (British Coal has decreed that collieries need only reduce their costs to £1.50-1.65/GJ in order to be safe from closure.) This coal would be produced at

25 collieries in England and Wales employing 30,000 miners, (although this ignores a few pits producing anthracite and coking coal).

Sixty million tonnes is the relevant figure for production because this is the potential demand for deep mined coal after netting out open cast production and those imports that are inevitable. These include 10m tonnes of coal which the power stations on the Thames Estuary will almost certainly buy abroad. The pits on the north east coast, which at present supply them, cannot reduce their costs sufficiently to absorb the heavy cost of shipping the coal.

Imported coal ought not to be attractive elsewhere. According to a study by Mike Prior and Gerard McCloskey, the stations on the central coalfields that are most

the NUM's resistance will weaken, when the generating authorities become free to import. However, there is a serious danger of British Coal procrastinating so long that foreign suppliers will be able to capture a substantial part of the power station market.

The corporation is dragging its feet because it does not want to create more capacity, through six-day production, at a time when it is difficult to make room for Selby's rising output. British Coal is once again pursuing the old National Coal Board policy of trying to preserve as many pits as possible. This explains the paradox, which so puzzled Prior and McCloskey, of why the corporation is trying so hard to improve profitability through heavy duty faces but doing so little to raise it by flexible working.

Privatisation by making profitability of paramount importance will ensure that no way of cutting costs is neglected. The industry cannot be denationalised until after the next election but the impending transfer to the private sector should have an impact, just as it did at British Airways. The drive to cut costs will be intensified to make the industry more saleable. This drive can be further strengthened by giving pits, or groups of pits, greater financial autonomy a step which would have the advantage of promoting local bargaining and flexible working.

It is essential, when the industry is privatised, that British Coal should be split into competing companies. When electricity is denationalised the generating authorities may decide to diversify the sources from which they obtain coal. If the pits are owned by a single corporation, the only way in which they can do this is by importing. It is, therefore, unlikely that deep-mined sales will be maintained at 60m tonnes, as previously envisaged, unless British Coal is split up. In anticipation of privatisation the industry should be divided into units that are able to enter into contracts for the supply of coal.

The author is senior lecturer in economics, University of Liverpool.

## British Coal is pursuing the old NCB policy of trying to preserve as many pits as possible.

exposed to import competition are Cottam and West Burton. However, these low-cost pits that are best placed to supply them will be able to do so if costs are cut by 25 per cent and the price of imports does not fall below £0.82/GJ at Rotterdam. Prior and McCloskey say this price, which is slightly below the current one, is sufficient to justify the investment in new foreign mines that is becoming necessary.

Although it should, in theory, be possible to cut costs by 25 per cent and raise output by 50 per cent, this may not happen in practice. Very little progress has yet been made to introduce flexible working at existing mines. This is partly because of opposition by the NUM, but the Union of Democratic Mineworkers is more sympathetic and British Coal has, on its own admission, not been trying very hard. No doubt the corporation will make more serious efforts and

## LETTERS

### Determining the EC origin of UK-built Nissans

From Mr N.M.G. Bromfield.  
Sir, Mr Gurney (Letters, October 17) raises a number of difficult questions. As he says, France's unilateral 3 per cent tariff on Japanese car imports is out of step with the General Agreement on Tariffs and Trade (GATT), but equally the "gentlemen's agreement" limiting Japanese market share in the UK to 11 per cent is of dubious validity. If the rules had been reversed and the Nissan investment entitled to France (or any other EC country) rather than the UK, one wonders what would have been the UK Government's position.

The legal basis for the French Government's objection to UK-built Nissans is that the UK Nissans have insufficient EC content to be treated as EC goods - to be entitled to move freely in other EC countries. France cannot restrict imports from the UK of goods of EC origin, any more than the UK could restrict imports from France. To suggest that French Renaults kept out of the UK market on the basis that they contain a low level of British content is to confuse the issue. No one is suggesting that Renaults do not have EC origin, and to restrict them in the UK

would be the clearest violation of fundamental EC principles. According to EC rules, a product enjoys the origin of the country in which the last substantial process or operation that is economically justified was performed, having been carried out in an undertaking equipped for the purpose, and... representing an important part of the manufacturing process. That is the test to be applied in determining whether the UK-built Nissans have EC origin and are accordingly entitled to unimpeded access to the French market. As Mr Gurney points out, local

content figures such as the 90 per cent relied upon by the French Government, or the 60 per cent relied upon by the UK government, are largely plucked from thin air. What is more, levels of local content vary accordingly to which calculation basis is used and are notoriously subject to differing interpretations. To resolve the dispute, the Commission should limit itself to asking the question whether UK assembly of Nissans is "the last substantial process or operation...". N.M.G. Bromfield, Avenue Louise 438, BTE 24, 1050 Brussels

### European Court ruling gives little comfort to motor manufacturers

From Mr Rupert L. Hughes.  
Sir, As legal advisor to the Motor Panel, Manufacturers' Association, I would like to point out that William Dawkins's article on the Renault and Volvo cases ("European Court backs car makers," October 6) was misleading in two important respects.

The High Court case of *EL v Armstrong* was not concerned with refusal to grant licences. In any event, the High Court's decision was overturned by the

House of Lords which ruled that it was unlawful for car manufacturers to use design copyright to prevent independent component companies from manufacturing spare parts. This ruling was based upon the Common Law principle of non-derogation from grant: it held that a car manufacturer which sells a new car cannot prevent the car's owner from repairing it in the most economical way possible by obtaining spare parts in a free market.

This ruling will not be affected by the European Court of Justice's (ECJ) decision. The ECJ decision in the Volvo case concerned Volvo's refusal to grant licences to independent panel companies which were prepared to pay reasonable royalties for the licences. The ECJ ruled that the mere refusal to grant licences in these circumstances does not amount to an abuse of a dominant position. Something more is needed, such as excessive pricing.

The European Commission's case in support of the independent panel industry against Ford is based upon the unreasonable refusal to grant licences in circumstances of alleged excessive pricing and other abuses.

The ECJ ruling confirms this approach and motor manufacturers are therefore unlikely to draw much comfort from it. Rupert L. Hughes, Wraggs & Co., 3 Cherry Street, Birmingham

### The City should make sure British Steel's strengths are built on

From Dr Jeremy Bray.  
Sir, When Samuel Montagu publishes the prospectus for British Steel on October 28, they will be publishing a profit forecast. Prospective shareholders will expect that prospectus to be more informative about the British Steel strategy, on which that profit forecast will be based, than ministers, British Steel, the broker advising the Government (Warburg Securities), or the broker for British Steel (Phillips & Drew) have been so far.

The principal characteristic of British Steel's plant configuration is the bottle-neck in continuous casting, with unused iron and liquid steel capacity upstream and unused hot strip capacity downstream. Phillips & Drew, in their September document, mentioned the surplus hot strip mill capacity, but not the much larger surplus blast furnace and liquid steel capacity at Port Talbot and Llanwern.

The strategic choice facing British Steel is whether to

remove the bottle-neck and go for a larger share of the home and European markets with fully competitive plant, or to cut down capacity to the present market share.

The latter choice is unsustainable, since balance of payments considerations will create the competitive opportunity for higher steel production in the UK by the 1990s. If British Steel does not meet it, it will be met by overseas companies setting up lower-cost, more energy-efficient mini-mills with continuous thin slab casting and simpler strip mills. That will undermine British Steel's competitive position in the UK. The Financial Times (March 30 1988) gave a good account of the technology in the US. The decision will depend on market prospects, but decisions have a long lead time in steel.

The alternative is for British Steel to go for the larger market share consistent with a sustainable balance of payments. That would mean mak-

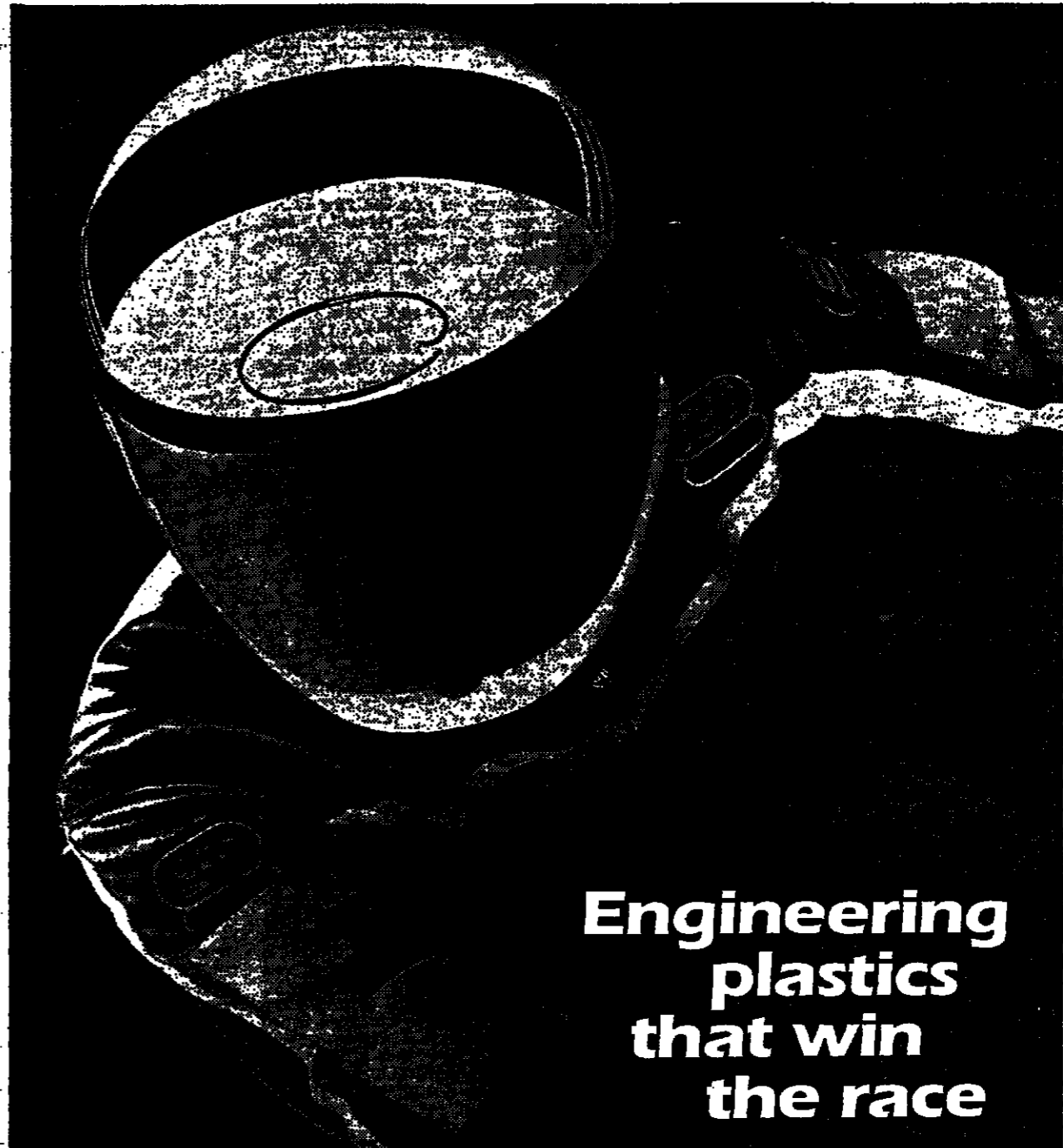
ing good the deficiencies in continuous casting at Llanwern and Port Talbot, and, instead of scrapping the hot mill at Ravenscraig, using it as a development route into the new thin slab technology. Ravenscraig led the way into continuous casting. Port Talbot and Llanwern may well be the last of the old-style hot mills in Europe to be modernised. It would not be the first time that British Steel has been the last to invest in an obsolescent technology.

Very much the frankest and best-informed report on British Steel strategy is that by Arthur Young, commissioned by the Motherwell District Council, who are concerned about the future of Ravenscraig. The Government have been frightened of the issue, because they see privatisation as a means of getting rid of the political hot potato of Ravenscraig. The brokers have been so frightened of the issue that they have said as little as possible about Ravenscraig. Although Raven-

scraig is the principal supplier of the highly profitable coated sheet mill at Shotton, Warburg managed to say the sources of Shotton steel were just Llanwern and Port Talbot.

But the issue will not go away. Nor is it in the interests of shareholders that it should. If British Steel behaves in a restrictive, monopolistic way, it will be the shareholders who will suffer. Instead, British Steel needs to make good the 40 per cent cut in its research and development since 1979. It needs to rejoin the research community in Britain and the world. It needs to attract capable managers instead of repelling the competent by the absurd displays of macho management.

If the City has half the wit of my steelworker constituents at Ravenscraig they will make sure British Steel's strengths are built on, and its weakness remedied. Jeremy Bray, House of Commons, Westminster, SW1



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Court backs UK insider deals law

By Raymond Hughes, Law Courts Correspondent, in London

BRITAIN'S Court of Appeal yesterday overturned a legal ruling which posed a major threat to the Government's attempts to curb insider dealing.

The court ruled that people who deal in shares on the basis of what they know is unpublished, price-sensitive information are guilty of insider dealing, no matter how the information came into their possession.

The decision will have been greeted with relief at the Department of Trade and Industry, which is spearheading the drive against insider dealing.

Had the three appeal judges decided differently, the DTI would probably have had to drop at least some of the 31 cases already before the courts or under investigation.

Polish Premier a man in a hurry

Rakowski's reforms face tight deadline, writes Christopher Bobinski

Mr Mieczyslaw Rakowski, Poland's new Prime Minister, knows he does not have much time.

With the communist authorities and their opponents laying out sharply diverging positions ahead of talks on the country's future, he has signalled his intention of proceeding rapidly with economic reform in the hope of boosting his side's bargaining strength.

But he also dispelled any idea that he was an out-and-out liberal, saying: "I intend to combine the mild smile with the firm grip whenever the interests of the nation, the state and the party require it."

In selecting his Cabinet, Mr Rakowski has sought to take on board people uncommitted by links with the traditionally conservative heavy industry lobbies which have done so much to block change.

Luxembourg may review holding company status

By Tim Dickson in Luxembourg

A SENIOR MINISTER in the Luxembourg government yesterday revealed that the possibility of tighter supervision over holding companies in the Grand Duchy is being considered in the wake of the Bank of Credit and Commerce International (BCCI) affair.

Mr Jacques Poos, Luxembourg's Finance and Foreign Minister, however, indicated that the accompanying bureaucracy "makes such a scheme unlikely."

French increase interest rates to defend franc

By Paul Betts in Paris

THE BANK OF France increased its money market intervention rate yesterday by a quarter point to 7 1/4 per cent in defence of the franc, which has come under pressure as a result of strikes in the public sector and the rise of the D-Mark against the dollar.

Mr Pierre Bérégovoy, the French Finance Minister, warned last Sunday that the French monetary authorities intended to support the currency against speculative pressures caused by the growing wave of labour unrest.

Yugoslavia to act on economy

Continued from Page 1

remains in place. There are also fears among non-Serbs that if Mr Milosevic is thwarted over the Albanian question he will again press for an extraordinary congress of the national Communist Party, empowered to make sweeping personnel changes.

Computer talks collapse

Continued from Page 1

Unix should become the common industry standard has become an increasing source of irritation to the computer industry's customers, who are interested only in a standard and dependable operating system on which to run their applications software.

Computer talks collapse

Continued from Page 1

tion that will "ensure the continued evolution and compatibility of Unix systems."

Computer talks collapse

Continued from Page 1

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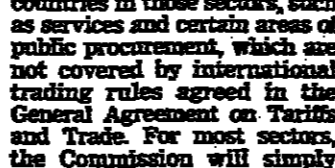
Brussels set to outline rules for reciprocity after 1992

By David Buckton in Brussels

THE European Commission is today expected to send a signal to the outside world that it will not let third countries reap "automatic and unilateral benefits" from liberalisation of the European market, without demanding some reciprocal access for European companies.

Philip Morris says cheese

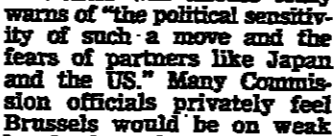
Share prices relative to the S & P Industrial Index



Not the least astonishing aspect of Philip Morris's \$1bn bid for Kraft is the way the market is taking it in its stride.

Mecca/Pleasurama

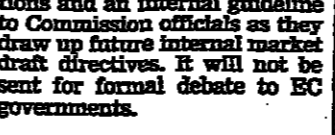
Share prices relative to the S & P Industrial Index



If Pleasurama shareholders had simply thrown away all the offensive and defensive literature put out by either side during the 11 week bid battle, it would not alter the nature of the decision which they must now take.

S & N

Share prices relative to the S & P Industrial Index



The fall in Scottish & Newcastle's price to 395p - 5p below Elders' offer - has its ironies. Partly, the weakness reflects the modest poison pill element in yesterday's deal.

THE LEX COLUMN

Philip Morris says cheese

Not the least astonishing aspect of Philip Morris's \$1bn bid for Kraft is the way the market is taking it in its stride.

Nor is there much prospect of a counterbid. Kraft plus Unilever would have over half the US margarine market, and the goodwill would erase Unilever's shareholders' funds.

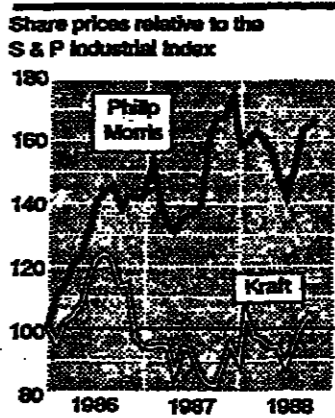
The bid is also highly opportune. With the sale of Duracell out of the way this summer, Kraft has finally stripped itself back to a pure food company.

The bid illustrates the longevity of two industrial themes: the marriage of tobacco with food - as with R.J.R. Nabisco, and United Biscuits - and global concentration in food itself.

However, a week-old draft of the general paper which Commissioners will discuss today warns of "the political sensitivity of such a move and the fears of partners like Japan and the US."

But the draft paper warns that "it would be premature, in the areas not yet covered by international (GATT) rules, to extend in an automatic and unilateral manner to third countries the benefit of (the EC's) internal liberalisation."

The related trade policy paper is supposed to be a clarification of the Commission's future intentions and an internal guideline to Commission officials as they draw up future internal market draft directives. It will not be sent for formal debate to EC governments.



Mostly, though, it illustrates a curious role reversal, with Elders stressing the likelihood of a monopolies reference and S & N playing it down; the more threat, after all, pushes the S & N price down and allows Elders to buy in the market.

Mecca/Pleasurama. If Pleasurama shareholders had simply thrown away all the offensive and defensive literature put out by either side during the 11 week bid battle, it would not alter the nature of the decision which they must now take.

S & N. The fall in Scottish & Newcastle's price to 395p - 5p below Elders' offer - has its ironies. Partly, the weakness reflects the modest poison pill element in yesterday's deal.

the way of grand but futile gestures from the institutions. Money, too, is not really the point - or not enough of one to make decisions simple: the offer price can easily be massaged to suit anyone's case, but it is clearly neither too good to turn down nor too feeble to consider.

Lourho

For all the sound and the fury in Lourho's shares, and the roll-call of punters from around the world purporting to be involved, there is still precious little to support the view that the company is about to be bid for.

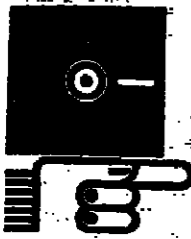
Bond's interest is particularly puzzling, as he fits neither the part of friend nor of foe. Lourho itself is making much of the happy times spent by Bond and Tiny Rowland in the Mediterranean, and of their joint interest in DBS and other projects.

If nothing else, Lourho has become a playground for the arts, with Holmes & Court to be seen dabbling in both the shares and options, and every one else from Kerry Packer to Sir James Goldsmith fondly believed to be playing too.

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WORLD WEATHER table with columns for location, temperature, and other weather data.

# FINANCIAL TIMES SURVEY



Planning for office automation is becoming more strategic for many companies, large and small, as today's advanced systems offer improved business processes, increased output and a better quality of management, as Della Bradshaw reports here.

## New boost for productivity

THE PAPERLESS office was much-heralded in the early 1980s. But as electronic equipment manufacturers failed to deliver the goods, many businesses became sceptical of the new methods of working. Now there are very definite changes afoot, and electronic equipment and office systems are slowly but surely bringing automation to the office.

Installation is being spurred on by executives' belief that office technology can give their companies a competitive edge, and most companies now have an office automation network as a white collar support system.

As office automation planning is becoming part of large companies' strategic planning, decisions about its implementation are much more likely to be taken at board level than five or ten years ago, according to Peter Blackmore, Director of Marketing for Rank Xerox in the UK. "There are big opportunities for office automation which supports business processes. Improved business processes can improve the quality of management, and that's a very powerful argument in large organisations," he says. "Gone are the days when top managers bragged that they 'never touched a keyboard'."

As office automation plan-

ning becomes more strategic, so companies are looking for items of office equipment which will work together and can be integrated with existing systems. One result is that the stand-alone photocopier and typewriter, for years the mainstay of the office, are now being superceded. The photocopier market in the UK, for example, is only growing by two per cent a year, and most of the machines are replacements for existing models, according to the National Business Equipment Survey.

Sales of typewriters show a similar trend. Wharton Information Systems, the office equipment market survey company, says that sales of typewriters in the UK are well below predicted figures for the first six months of 1988. The market is virtually stagnant at the moment, but worse is to come. Wharton predicts the number of typewriters purchased next year will be as low as 187,000 units, down from 269,000 units this year.

By 1990 the number of typewriters sold will be down to 130,000 units. The personal computer (pc) and the workstation are taking its place. "Today there are an estimated 18m pcs on corporate desks in the US. In the UK there is one pc for every 3.5 office workers,

which in turn is slightly ahead of the rest of Europe, says Judith Wainwright, manager of office systems consultancy at Butler Cox. That figure will rise to one for every two workers in the next five years. She points to the falling price of computer hardware and pressure on businesses to compete effectively as the main reasons for the move to more automated offices.

Attitudes to buying office equipment are slowly beginning to change as a result - "the most imaginative and productive applications of office automation are coming from companies which see it as an investment rather than an expense," says Ms Wainwright.

Overall the office equipment and services market is buoyant and worldwide is worth around \$200bn. Electronic office equipment accounts for the highest proportion of that, at about \$115bn in 1987, according to the latest Clementson/Nu-Markets report on Worldwide Office Automation to be published this month.

By 1992, the report predicts the market for electronic office equipment will be worth \$150bn. The largest market is in the US, which is expected to be worth \$47.5bn for electronic equipment alone this year.

Business for UK office equipment manufacturers is also on the upturn. The Business Equipment and Information Technology Association (BEITA) estimates that British industry produced \$12.99bn worth of office equipment last year - everything from micro-computers to chairs - up 15.3 per cent over the previous year. Exports have increased over the past year by 20.1 per cent, to \$3.5m.

The two biggest growth

areas in the UK are at opposite ends of the technology spectrum. The office furniture market grew from \$428m to \$505m, mainly fuelled by the growing demand for systems furniture. The market for computers went up from \$2.7m to \$9.7m.

One of the biggest controversies over the past year in the office equipment market has been the anti-dumping duties imposed on several Japanese manufacturers by the European Commission. Photocopiers, electronic typewriters, dot matrix printers and serial impact printers are now all liable for imposed duties.

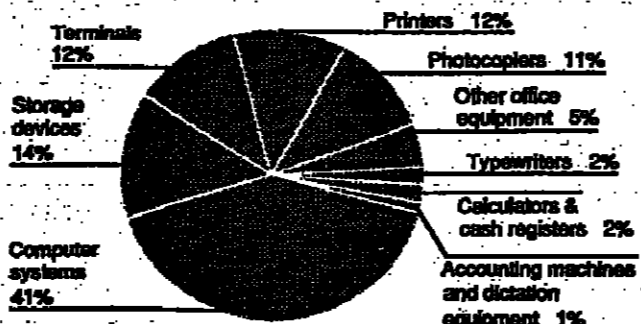
It is still not completely clear how those decisions will affect the price of equipment in Europe, although Wharton reports that Brother and Canon, the two leading Japanese manufacturers of electronic typewriters, are already showing curtailed growth as a result. In the photocopier market, too, Japanese manufacturers have lost their price advantage as a result of anti-dumping tariffs, according to the National Business Equipment Survey.

The cost of some items of office automation equipment are already double the price charged for similar equipment in the US market, according to Clementson/Nu-Markets. Its report predicts the removal of trade barriers in Europe in 1992 could mean European manufacturers come under pressure from American office equipment manufacturers as well as Japanese ones.

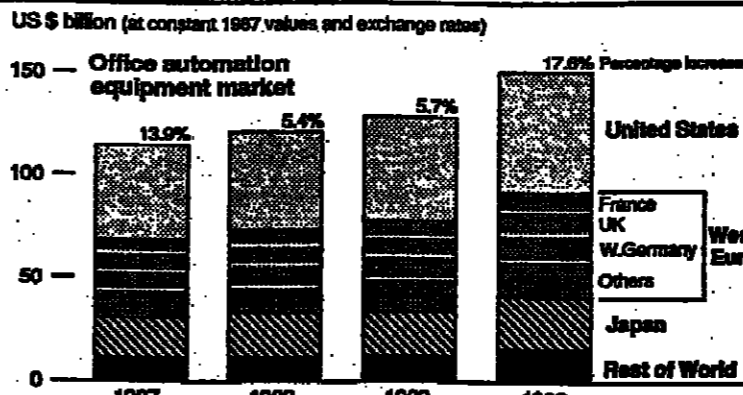
In the office furniture market the promise of 1992 has already persuaded the big American manufacturer, Haworth, to buy a stake in Europe through the acquisition of the Comforto seating divi-

## The worldwide office automation market is set to reach \$150bn by 1992

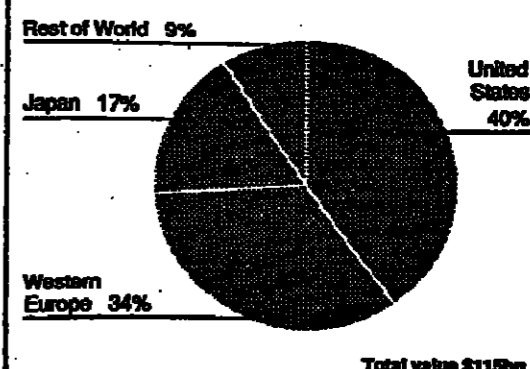
Today's markets by product



How markets are growing



Markets by countries (1987)



# OFFICE EQUIPMENT



The office automation sector is the fastest growing sector within the \$200bn worldwide market for business equipment and services. In the UK, many innovations in the sector will be featured at the International Business Show at Earls Court, London, October 24-28.

Above: a secretary uses the new AEG Olympia Polyfont Workstation which has a character-recognition program, developed from one used by the US postal services, for reading hand-written post codes. The system provides a fast and accurate way to automate the tedious data-entry process which is central to many office automation systems.

- On other pages:
- Preparations for a single European market; advances by Japanese manufacturers, page 2.
- Office equipment product categories, pages 3-7.
- New facilities for the office in the home, page 8.

sion of Vickers. Rationalisation in the European office furniture business through acquisition has been the key to the past six months, with seven companies changing hands.

As the move towards the more automated office is fuelled by customer needs, one of the key trends will be the integration of different types of equipment to do different jobs and from different vendors. Companies such as Rank Xerox and Wang have already

developed personal computers which can link into a facsimile machine, so the document does not have to be printed out before it is transmitted. Rank Xerox is also planning to incorporate a photocopier into the office network.

The office equipment market is being influenced by the services market as well, most notably by developments in telecommunications. For some time companies have been using electronic mail services

based on their own computer systems for communication within buildings, and using dedicated electronic mail networks run by telecommunications companies for their inter-company communications. Mr Blackmore believes other sorts of value-added services over the telephone line, will also become an integral part of office services.

One particular development that is likely to have an impact on businesses is the Integrated Services Digital Network (ISDN), which allows simultaneous voice and data transmission over the ordinary telephone network, using the telephone wires installed in most buildings. As the services are being introduced by telephone companies worldwide, ISDN could be used both nationally and internationally.

Alan Payne, Market Development Manager for office automation manufacturer Wang, believes ISDN services will give customers much more flexibility and will be crucial in integrating different types of equipment - "ISDN will act as a backbone for connecting a very large array of technologies together," he says.

By 1985 there will be over 4m ISDN subscribers in the US, France, Germany and the UK, according to a report from the market research organisation, Ovum. That will mean that 5 per cent of US telephone customers will be using ISDN services by 1994, and the same penetration will be achieved by France and Germany in 1995 and by the UK in 1996. British Telecom is launching its full ISDN service in the UK this week.

The Ovum report goes on to say that along with the provision of ISDN services there is a new generation of customer equipment emerging to take advantage of them, ranging from office telephone exchanges to boards which turn standard pcs into ISDN communications terminals. The report estimates that ISDN customer equipment is one of the biggest new markets in the electronics or office equipment market, and could be worth \$8bn in the US, UK, France and Germany by 1995.

Other developments in office equipment include the burgeoning market for desktop or corporate publishing, and the increasing use of mobile communications, such as cellular radio, which can be linked into the office telephone exchange.

But where does all this leave the paperless office? Wang's Mr Payne believes there is still a long way to go before the paperless office becomes a reality. He estimates that in spite of the accelerating introduction of automation in offices, about 90 per cent of information in companies is still kept in filing cabinets. Mr Blackmore from Rank Xerox agrees with him - "we need to recognise that the paper world is not going to go away," he says.

National Business Equipment Survey: 71, Quickswood, London, NW3 3ET; Wharton Information Systems: Regal House, London Road, Twickenham, Middlesex, TW1 3QS; Clementson/Nu-Markets, Worldwide Office Automation: 22, Cardiff Road, Luton, Beds, LU1 1PF; BEITA: 8 Southampton Place, London WC1A 2EF; Ovum Ltd: 7 Rathbone Street, London W1P 1AF.

## Sanyo's office technology: It sure takes care of business.

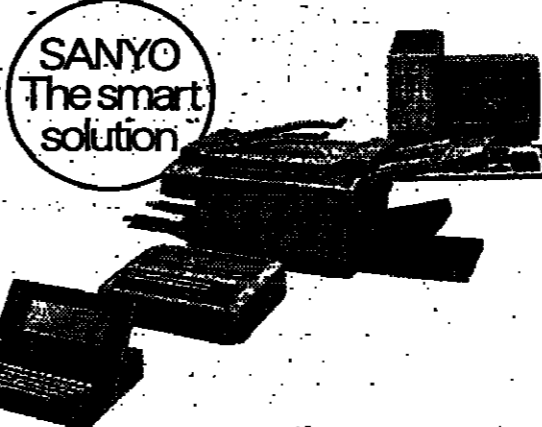


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That's the way we've learned you like to take care of business. Because it's the smart solution.



# SANYO

SANYO Business Systems

OFFICE EQUIPMENT 2

New advances by Japanese manufacturers

A cause for celebration

OFFICE equipment-makers in Japan are finding cause for celebration in recent advances in the electronic processing of the complex Japanese script, which have enabled significant growth in the word-processor and personal computer markets.

But the exceptional popularity of the facsimile machine illustrates a continuing reliance, in Japanese offices, upon paper-based communications, notably the hand-written memo. The slow pace of office automation in Japan is one of the factors behind makers' enthusiasm for a vigorous presence in overseas markets.

Trade conflicts abroad, however, especially anti-dumping moves by the European Community, have been a central feature of the office equipment scene during the past year.

A traditional unfamiliarity with, or aversion to, the keyboard, among the Japanese, is finally being eroded by new software and innovative keyboard designs which have made the electronic processing of the vast array of Japanese

ideographs practical for the ordinary office worker.

Although networked decision-making at a senior management level is still a long way off, a rising volume of low-level clerical work is now being handled on word-processors. The domestic market for word-processors is expected to reach a value of ¥230bn this year, up from ¥35bn in 1982, while unit sales have leapt from 228,000 in 1984 to a current level of 2.4m, according to the Japan Business Machine Makers Association.

But the outstanding success story of the past year has been that of 'laptop' units in the office market. The level of interest has been such that makers have been obliged to develop customised local-area-network adaptors to facilitate linkage of the units throughout offices.

Toshiba Corp. has led the field, claiming to have sold ¥12bn worth of its IBM-compatible laptops in the fiscal year ending March 31st this year, in a market which it estimates totalled ¥20bn. The company forecasts ¥26bn of laptop

sales this year, in a market worth ¥40bn, and also recently became the first Japanese company to offer a 32-bit laptop unit.

Industry analyst Steve Myers, of Jardine Fleming, notes that "for Toshiba to go from nowhere to 10 percent of the entire PC market in just 16 months with a product incompatible with any other then on sale is most remarkable."

The growing acceptance of laptops is likely to have a strong effect on the future marketing strategies of leading firms, and appears to offer support to the basic marketing philosophy of NEC, which has promoted PCs as elements of upwardly expandable personal information systems, rather than as terminals for large computer systems, the dominant approach of most other firms.

The future direction of the market is also closely tied to user-interest in 32-bit equipment. Demand is expected to grow rapidly, because these machines, equipped with IBM's recently introduced OS/2 operating system, offer a solution to the limited memory addressability and multi-tasking support of 16-bit machines working on MS/DOS.

This limitation is felt more keenly than in the West, because of the high volumes of data that must be processed when handling Japanese script.

IBM Japan has already managed to establish prominence in this arena by introducing the versatile SMART packaged software for its PS/60, the Japanese version of IBM's 32-bit PS/2.

The Japan Electronic Industry Association expects that annual sales of 32-bit machines in Japan will reach 400,000 by 1991, in a domestic market worth ¥1,072bn, while 16-bit machines will level off at current volume of approximately 1.25m units a year.

Japanese laptops are also doing well in overseas markets, with NEC and Toshiba models now leading the field in the U.S. This marks a particular achievement for NEC, whose MultiSpeed unit is top-ranked, since the company suffered in the U.S. initially, after mistakenly attempting to market machines which had not been redesigned to suit local accounting and business practices.

Taking office equipment as a whole, however, it is still the facsimile which remains supreme in Japan, a facsimile number is now in fact as essential as a telephone number

even in small businesses. A recent survey estimated that over 1.25 m units are now in place in offices across the country.

Production of facsimiles doubled in one year between 1986/7, reaching a total of ¥2.4m units last year, with 1.5m units exported, according to MITI.

The darkest clouds over the office equipment scene are to be found in Europe, where Japanese makers are incensed by implementations of the so-called 'screwdriver law', introduced by the EC in June 1987 as an extension of anti-dumping legislation.

In March this year, 'screwdriver' penalties were stepped on four Japanese typewriter makers operating in Europe: Sharp, Ricoh and Silver Reed, all based in Britain, and Canon Bretagne in France. In September, makers of pho-

tocopiers found themselves facing a similar action. Japanese printer-makers have also recently been accused of direct dumping of their goods. In the latter case the Japanese electronic printer-makers are vehemently asserting that the EEC dumping ruling has been based on an illogical comparison of down-market personal computer printers with heavy-duty European-made units designed for use with mainframes.

Those facing 'screwdriver' levies are arguing either that they have met local component quotas, or that a higher imported component quota should be allowed during a business 'start-up' period. In addition, Japanese makers assert that it is often impossible to meet local parts quotas because European components can be unreliable in quality and delivery.

An underlying Japanese fear is that failure to establish a viable presence within Europe in the near future could lead to them being excluded from key sectors after the 1992 EC unification.

market, makers of the new concept 'electronic notebooks', a full-type calculator which includes personal schedule, phone directory, calendar and other functions, have carved out a new niche of their own, going some way towards achieving their objective of 'adding value' to conventional low-end calculator products, a sector now almost entirely abandoned to rivals in the NIE's.

Sharp's innovative FA 7000, which features slot-in cards giving information on specialised subjects, such as 'cost analysis', 'salesman' and 'translation' cards, has established itself as the industry design standard, with sales of over 100,000 per month, priced at ¥15,500 per unit, early this year.

Another success is the hand-held photocopier, pioneered by Pica Co. Variations on this concept which feature a hand-held scanner which can transmit images and data to remote terminals, appear to hold future promise.

Roy Garner Tokyo

A FEW months ago the McKinsey report provided a depressing view of Britain's electronics industry - the impression was that it would be difficult for UK companies to survive until 1992, never mind beyond it.

This view, of course, produced vociferous denunciations from Plessey and GEC and other UK conglomerates. But if you take away the government and defence contracts, the health of the indigenous UK computer industry is far from assured.

The popular view is that 1992, and the single European market, will be the saviour of the UK industry - it will gain us entry into Europe and automatically generate new markets and large profits.

But there are two problems with this simplistic view: first, it also gives Siemens and Philips, and Nixdorf and Olivetti and all the other European

companies access to the UK market. And, secondly, it will also give the Americans and the Japanese access to the same pan-European market. Indeed, 1992 will benefit most those companies which are best able to take advantage of the opportunities - and it has yet to be proved that any European companies, never mind UK companies, fall into this category.

Mr Jim Watt, chairman of the UK OS/2 User Group (OS/2 is the new IBM operating system for the PS/2 microcomputer), and managing director of QA Training, thinks the UK's major difficulty is a cultural problem stemming primarily from the City of London's attitude towards return on capital.

"We have a difficulty in investing for the future," he says. "The arrival of a new microcomputer operating system has given European software companies an ideal opportunity to compete with American software on equal terms. But when I look around, the only serious development I can see is in America."

"In the UK we need profit immediately - but American and Japanese companies are able to finance more long-term developments."

Challenged with the frequent City assertion that there is just as much venture capital available in Britain as the US, Mr Watt replies: "I've seen little proof of that. But I do know that if I had a great idea for a new product, I would be unable to fund it from UK sources, but would have little difficulty in the US. What saddens me is

that despite the unquestioned quality of UK and European software developers, I can see nothing but US dominance in microcomputer software continuing indefinitely."

"I think exactly the same problem exists throughout the UK's information technology industry."

This is a view shared by the UK marketing consultant, Mr Eric Leach - "the most damning reason for the UK's lack of success in Europe is a lack of ambition. The US and Japanese success is, in part, attributable to their persistence and financial resources - succeeding in a new country at per-

haps the second or third attempt."

He is not, however, totally pessimistic - "1992 will not improve any of our existing problems. But we do have a significant marketing advantage: UK vendors are typically more attuned to the cultural diversity throughout Europe than are US and Japanese vendors."

But will 1992 improve anything for the computer and business equipment sectors? The combined effect of 1992 and European computer standards, says Rod Matthews, director of Network Systems at ICL, will provide "a nice flat playing field. The problem is

that it provides the same flat surface for all the teams, both friend and foe."

Mr Matthews is particularly concerned with the development of international computer standards, and is the only person to sit on both the European SPAG and US COS standards bodies. He does not believe that all the problems for UK companies are going to come from other European companies.

"In many cases," he adds, "some of the American companies are already more 'European' than we are."

The implication is that more US companies already have a large European presence with their own European headquarters than UK companies. But some of these American manufacturers take an even stronger view. IBM, for example, employs more than 100,000 people throughout Europe. The organisation supports 37,000 more in supplier companies, and has 1500 agents and 9000 dealers.

"Is European success," asks C Michael Armstrong, President Director General of IBM Europe SA, "investment in local industry and European sourcing of products? If it is, then contrast IBM, which builds more than 92% of its product content in Europe, and has 15 European manufacturing plants, with other European IT companies which are increasingly dependent on Far Eastern sources."

"It is a sobering thought that according to this argument, IBM is more European and perhaps more British than, say, Amstrad."

"Compare these companies' investment policies," continues Armstrong, "with the \$1.5bn dollars of capital we have invested in Europe in the last two years alone."

"IBM," he concludes, "is the most European company in the Community."

ICL's Matthews has no illusions about the difficulties

ahead, not just for UK companies seeking to increase market share in Europe, but for European companies striving to prevent increased penetration from America and Japan.

"It's almost too late to be thinking about strategies for 1992," he says. "Plans should have been laid long ago."

Armstrong agrees - "1992 may be a turning point; it cannot be the starting point. Scarcely a day passes in the IT sector without a local venture, alliance or other link up being announced between complementary - and often competitor - companies."

Consider Olivetti in Italy, the company it has a factory

treast the world as a single global market. For this, it does not believe that any single company can provide all the necessary products; an international strategic alliances will be inevitable.

Siemens in Germany takes a similar view, but likes to think of itself as a basically German company which will concentrate first on the European market.

As regards computerised business equipment, the UK picture, one has to say, is not encouraging. Market analysts point out that many British manufacturers are having difficulty in maintaining UK market shares, even today. Faced

Scarcely a day passes in the information technology sector without a new joint venture or alliance being announced between complementary or even competing companies

with increased competition from Europe after 1992, and ever-increasing competition from America and Japan after that, we can probably expect to see two or three European electronics companies in the world's top 20 electronics companies, in ten years time - but none of them will be UK companies.

As regards investment in computer equipment, some would argue that many UK companies must change their blinkered approach. The market challenges of 1992 and beyond means that the availability of genuine venture capital in the sector is crucial.

Kevin Townsend

FT surveys on business communications and equipment

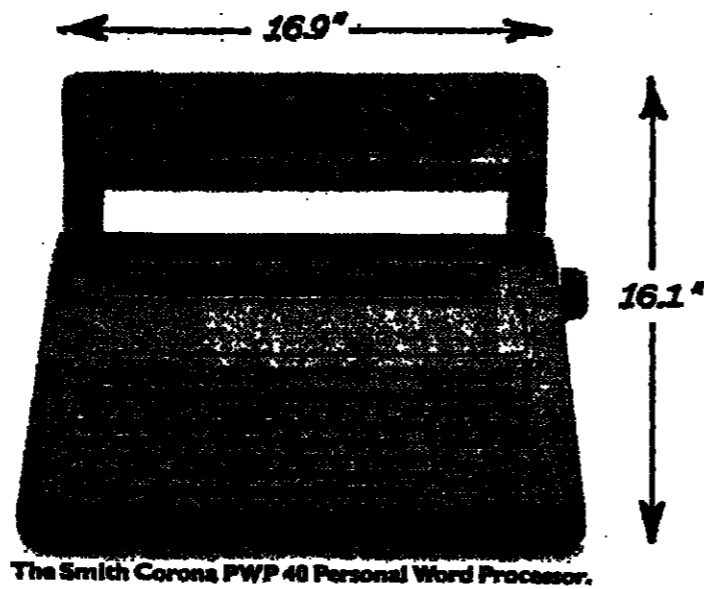
AMONG FT surveys this year which featured either announcements or business communications were:

- Computers in Business, Thursday, May 26.
- European Telecommunications, Wednesday, May 11.
- Open Systems and Computing Standards, Monday, June 6.
- Mobile Communications, Monday, September 12.
- Personal Computers, Friday, September 16.

Among future surveys on computer technology will be:

- Information Technology in Finance, to be published on Thursday, November 10, 1988. An editorial synopsis is available from the FT London office, tel.01.248.8000, ext.3337.

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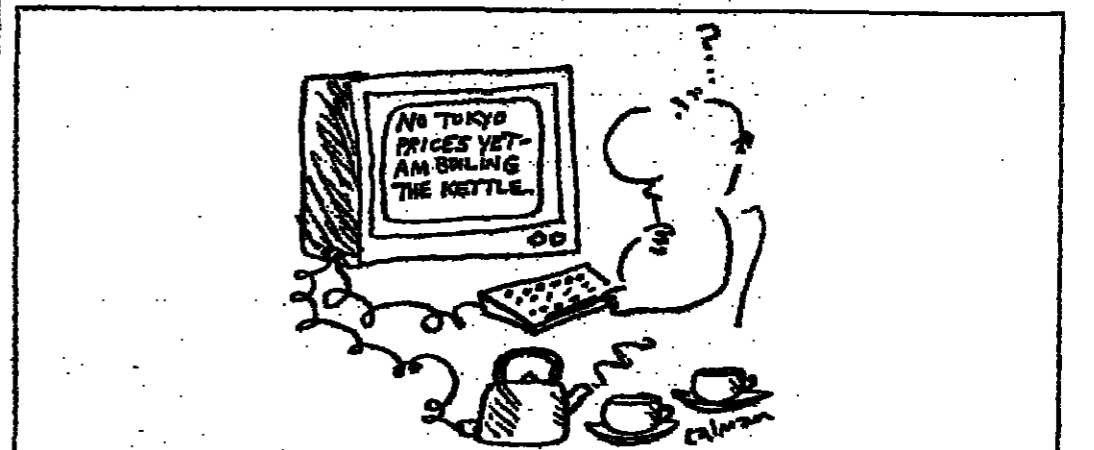
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OFFICE EQUIPMENT 3

THE COPIER MARKET

# Poised for a year of high activity

THE UK copier market, the third largest in Europe, looks set for a great deal of activity during 1989 through to 1990. Currently worth some £450m with units sales topping 150,000 annually, further strong growth is forecast by the manufacturers well into the 1990s, with new markets about to emerge.

The high speed market, currently dominated by Kodak, Nashua (IBM), Oca and Rank Xerox, is set to gather momentum as more Japanese seek a share. Digital technology, which not only offers more sophisticated editing and colour but integration with other OA technologies such as facsimile, should take off as we move towards the era of ISDN (International Services Digital Network).

The personal copier sector, currently dominated by Canon, is likely to become a very crowded sector over the next 12 months as more companies seek to follow the US trend and sell products through mass market outlets.

The reason for all this activity is simple enough. The computer sets the pace of business life today, bringing a new sense of urgency to everything we do. Where once we accepted having to wait for information, we now expect to receive it on the spot, because we know it is possible.

The problem is computer printers cannot handle multi-page document sets at speed. You still need a copier and sophisticated paper handling facilities for that. However, because of the need for greater productivity, users are now demanding machines at the point of use; they no longer have the time nor the patience to stand in a queue to use a central resource.

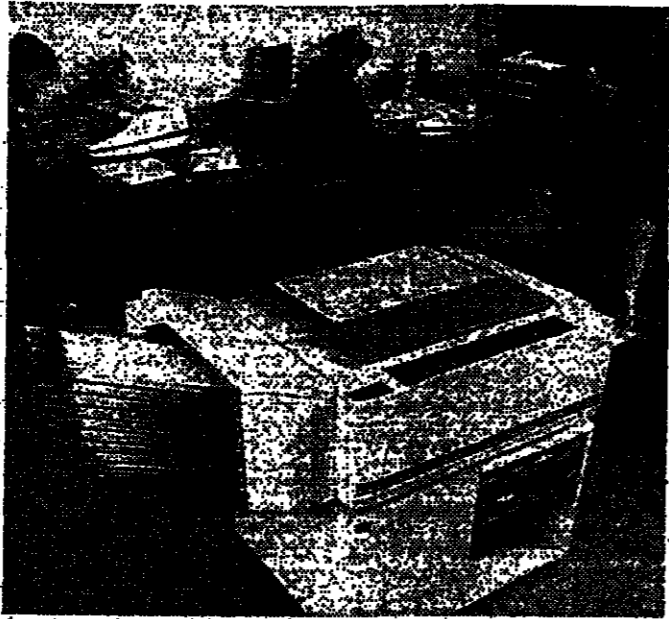
It is a trend that the Japanese manufacturers have seen coming, hence the reason why a new entrant in the 45-plus copies a minute sector are expected in 1989. In the last three months, Gestetner, Rank Xerox and Toshiba have all launched 50cpm machines.

Confirming the trend, the latest National Business Equipment Survey shows that high speed copiers accounted for 13% of all placements in 1987 compared with 7% in 1986, with 20% predicted for 1988.

Conversely, 18-25 cpm machines accounted for 42% in 1987 compared with 46% in 1986. NBES figures also show that 70% of all copiers sold in the UK were replacement machines, highlighting the demand from existing users for newer technology equipment. It is a trend confirmed by Sharp which says that copiers are replaced, on average, every 2 1/2 years.

However, with decentralisation, copiers are not necessarily being replaced on a one-for-one basis. The one central copier is often being replaced by three or four machines that cater for particular departmental requirements.

Jolyon Baldwin, a director of Canon(UK) believes that we



With more office decentralisation, copiers are not merely being replaced on a one-for-one basis. Reports show that one central copier is often being replaced with as many as three or four machines to cater for different departmental requirements. Purchasers are also becoming highly selective: downtime for out-of-action machines is no longer considered acceptable, especially in larger organisations.

are seeing the beginnings of a dramatic change in the way organisations plan for copier purchasing. "I see the large copier-duplicator as a machine for the print and production department; the high speed machine, complete with sorter and stapler, for departmental use; digital copiers with sophisticated editing and colour for the design studio, for example; and maintenance-free personal plain paper copiers for the senior executive and his secretary."

John Owen of Sharp believes that modularity will be an increasing trend, not least because it makes it easier to "tailor" a machine for specific users. "Not all departments want the same facilities. Some might want to copy lots of originals, other may want to produce multi-part sets. Others may want to copy from books and magazines, others to copy large-size originals."

"If you have a basic machine where everything is optional, even the plain cover, then you can build the copier to suit the user."

While some manufacturers do not see a clear market yet for colour, others, like Canon and Konica, are more optimistic. Yet again, its fortunes may be determined by the PC marketplace. Material for presentations to clients and management is increasingly produced in-house on computers.

Statistics in the form of graphs and charts is a normal requirement. No one can argue that the use of colour adds impact to any presentation. That is why colour monitors and colour printers are becoming more popular.

For the moment, most people would go to a service bureau for colour copies, presentation slides and overheads, which is why Kodak has high hopes for

its new ColorEdge, the first installation having taken place earlier this month. Spot colour has been available on office copiers for some time, but it has not really taken off, but as Tom Primett of Minolta explained: "It has to be easy to use. People don't want to have to press 15 buttons and go through complicated editing routines. Two buttons is quite sufficient."

It is for that reason, he says, that the Simul-Color concept "is doing remarkably well." But full-colour could prove the winner in the longer-term. Jolyon Baldwin comments: "There is no doubt that once a company installs a colour copier, they start using it for more applications. Some of our customers are doing some very high volumes indeed, far more than anybody expected."

Executive director of Konica (UK), John Daniels, believes that the market will begin to emerge as new developments in the pipeline lead to lower prices. "For example, in Japan we have just announced a digital colour copier, the 8010, which will be considerably lower in cost than the Color 7 because it is a plain paper rather than photographic machine."

No date has been set for the European launch. Plans are also afoot within Infotec to introduce a colour copier manufactured by Ricoh. Paul Denny revealed: "Its code name is NCI1 and it will be a fully-featured machine with sorter, cassettes, zoom, and so on, capable of producing colour copies at 5ppm or block and white at 20ppm."

It is too early to set a price, of course, but Mr Denny would hope for something in the £7-8,000 bracket. Another very interesting prospect on the horizon hints

at the future of integration - "we will launch the 5010 digital copier next year and I believe it will offer the option at a later date of a plug-in fax card," he says, but could give no price - he felt that "a complete package for under £10,000 would be nice."

With higher speeds and sophisticated facilities, machine availability becomes a major issue; downtime of any equipment is no longer considered acceptable in large organisations.

Winning copier contracts, then, is not quite as easy as it might once have been. Highlighting this point, Birmingham City Council City Supplies Office took five months to make a decision about a preferred supplier for its large user community.

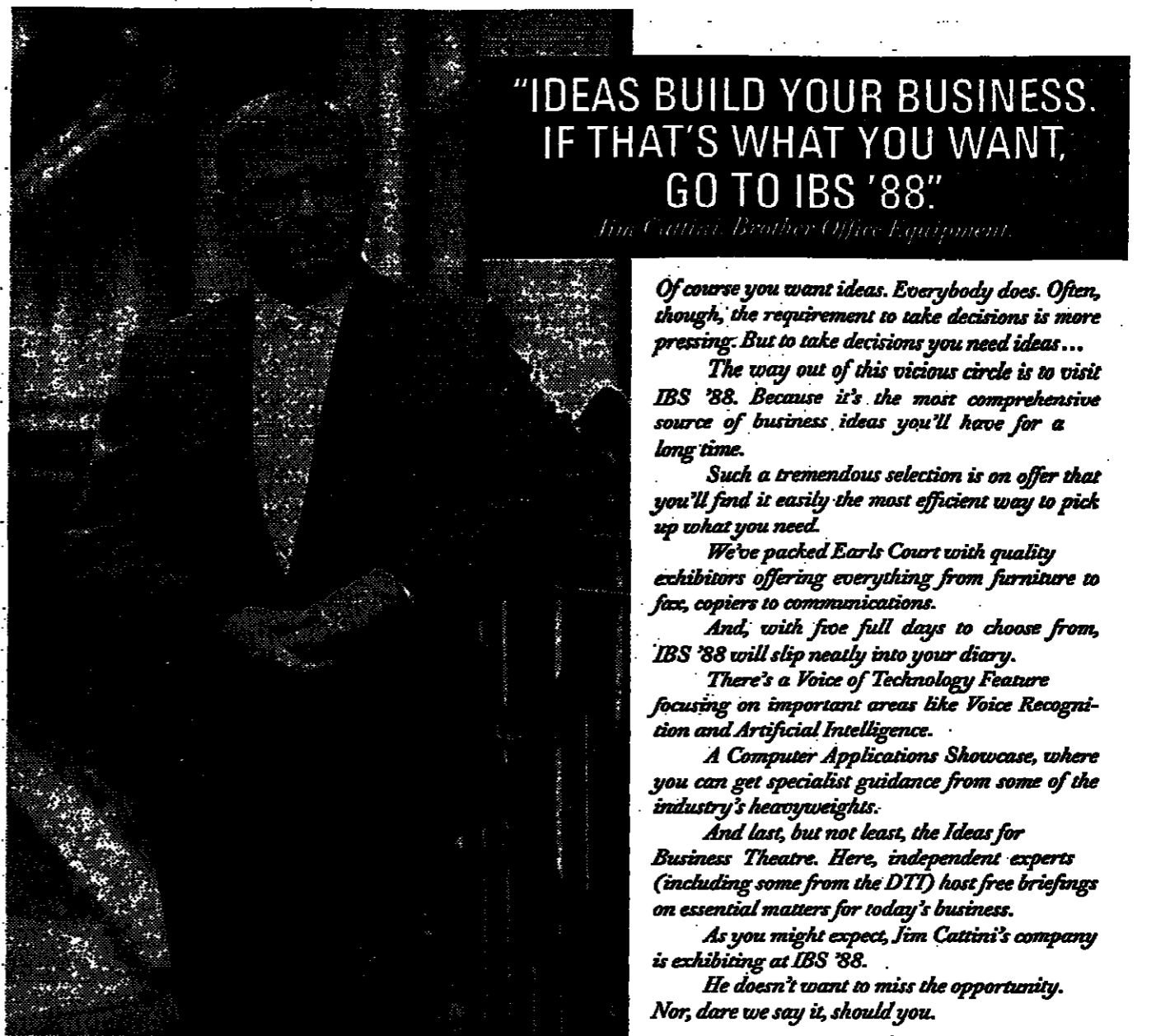
In the event, a three-year contract was signed with Oca Copiers for the supply of some 800-1,000 copiers; the deal being clinched because it had a proven service track record. It is for exactly the same reason that European manufacturers, including Rank Xerox and Agfa, continue to be so successful with major accounts.

At the personal end of the market, of course, the boast is that machines don't need any maintenance, except for replacing the drum and toner which is in one customer-replaceable unit.

With an eye on a market currently dominated by Canon, full-featured personal copiers costing around £500-£700 are now available from Minolta, Olivetti, Olympia and Rank Xerox.

Sharp and Infotec have plans for 1989, while others are poised with products in the backroom but have yet to decide to take the plunge. Yes, 1989 should indeed prove a very interesting year for copiers. What was that they said about the paperless office?

Julie Harnett



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### Difficult choice for buyers

THE COPIER market has long been one of the most competitive in the office equipment sector. This, in turn, has fuelled a features war, with manufacturers adding "little extras" into their revamped copier ranges - although recent surveys show that basic features and reliability matter most to end-users.

Most copiers are sold through dealers - it's usually possible to get 25% discount off the manufacturer's recommended retail price on the majority of copiers, sometimes more - and that's on a one-off single machine sale," comments the 110-page report by "What to Buy for Business."

While a few suppliers still have a strict no-discount policy, a salesman's quoted "list" price may be considerably higher than the manufacturer's suggested list price - "in this way, some dealers can offer what looks like generous discounts without having to eat into their margins or pass any savings on to the customer."

### World copier market could reach \$43bn by 1991

SATURDAY, October 22, 1988, marks the 50th anniversary of xerography, the inspiration of Chester Carlson. The process was invented as a solution to a problem within the patents department of electronic firms, P.R. Mallory & Co, where he was manager.

With never enough carbon copies of patent specifications, he thought that not only his company but the world needed an inexpensive method of producing fast copies. But having spent months developing the principle of the xerographic process, he found it almost

impossible to find a company who would back him. Even the National Inventors' Council dismissed his work. Undaunted, he eventually found a non-profit organisation, Battelle, willing to develop the process and share the royalties. Three years later, they entered into an agreement with a small photo-paper company called Harold, later to be known as Xerox.

It was not until 1959, however, that the first plain paper copier was introduced. Events since then speak for them-

selves. Rank Xerox is now a multi-product company marketing not only copiers but electronic typewriters, facsimile machines, laser printers and electronic publishing systems. In 1987, its revenues were \$2.2bn, 15 per cent up on 1986.

The world market for plain paper copiers was worth \$3.6bn in 1986, according to Dataquest, the American market research company, and will reach \$4.3bn by 1991.

Julie Harnett

## OFFICE EQUIPMENT 4

## COMPUTER PRINTERS

## Colourful era ahead

THERE ARE two major trends in computer printers. Users are moving away from character and towards page-based printers; furthermore, there is a move from monochrome towards full colour printers.

So, while the market is currently dominated by black and white impact dot-matrix printers, we shall increasingly see the rise of both colour and page printers over the next few years.

Colour is an interesting subject: not everybody is convinced that it is advantageous. We are accustomed, after all, to black and white information in the office: colour is used only for the presentation of data summaries, not for the general distribution of the data itself.

But did we standardise on black and white simply because that was all we had?

Although the sales of colour printers are increasing, the market share of colour dot-matrix printers is declining quite substantially. But this is probably a reflection more on the suitability of dot-matrix technology to colour than on the future of colour itself.

All colour printers use the same basic colour technology: the interlacing of tiny dots in the three primary colours

of yellow, magenta and cyan. The eye combines the distinction between the dots and perceives different colours - just like a television screen. It follows that the smaller the dots and the larger their number, the greater the variety and subtlety of the colours available.

Although dot matrix printers are increasingly moving towards the use of 24 pins to create the matrix, the majority of dot matrix printers cannot produce a sufficient number of different colours at an acceptable speed.

The two most successful colour technologies are currently bubble-jet (a variant of ink-jet technology) and thermal wax transfer. This latter system can provide excellent results; but with prices starting from about £5,000 (and more usually closer to £10,000), they are expensive to buy and to operate.

Bubble-jet technology provides a result that is better than colour dot-matrix and cheaper than thermal transfer. It is a technology that Canon claims as its own, but one that is also being developed by Hewlett-Packard; it is reported that the two companies have a technology-transfer agreement.

Bubble-jet printers are inherently simpler; and both Canon and Hewlett-Packard believe that this is the way forward for colour printers. This is interesting in itself since Canon is the most successful manufacturer of the world's most successful printer technology of the late 1980s: the laser printer. And Hewlett-Packard, of course, is the most successful volume seller (with its LaserJet series) of Canon laser printers.

The latest dot matrix printer can produce a resolution of up to (and a little beyond) 360 dots per inch. This is identical to the majority of xerographic printers, although the latest generation of laser printers can produce up to 600 dots per inch.

Looking ahead, bubble-jet printers are likely to link up with the new colour scanners to provide completely integrated office equipment stations. The scanner will digitise images, the computer will be able to edit it, and the printer will produce hard copies. The combination will be used as the office scanner, the office printer, the office copier (colour, of course), and the office facsimile machine (colour again) - four stations, all in colour and with the power of PC editing, for the price of two.

Kevin Townsend

FACSIMILE is one of the most dynamic sectors of the business communications market. Sales are growing at a prodigious rate and suppliers have been queuing up to enter the market.

In Britain, before the recent postal strike, installations reached the 250,000-mark, according to figures published by the British Facsimile Consultative Committee (BFCC).

During the first six months of 1988, over 90,000 terminals were sold, and with sales being given an extra impetus by the postal strike, the forecast of 150,000 sales for 1988 is likely to be comfortably exceeded. This is a far cry from 1984, when total installations numbered only 20,000.

In the UK, the strike was a great boost for the facsimile industry, since the severe postal disruptions brought home vividly the speedy benefits of fax systems.

Simple to use and with a large user base, such systems will transmit text or graphics in seconds over telephone lines for the price of a call. Indeed, Frank Woolley, facsimile sales manager for Mitsubishi Electric, one of the recent entrants to the market, said: "I am tempted to hope that there are regular postal strikes".

During the month of the postal strike, the company's sales doubled.

Maira Pollard, marketing manager for Intercom Commu-

nication Systems, also reported a doubling of sales and that there were signs that more documents will continue to be sent by fax from now on, rather than by post.

The fax phenomenon - which has to do with communication in the purest sense of the word - is one in which, appropriately, the name media itself is actively participating. Most national and regional newspaper and broadcasting organisations, for example, have installed fax - the printing, publishing and media sectors are among the top five purchasing groups of fax in the UK - according to the National Business Equipment Survey - equal to 13% of the fax market; professional services represent 15%; manufacturing industry, 14%; and government departments, 12%.

Facsimile really began to take off with the introduction of common standards. Before these were agreed, only fax machines manufactured by the same company could communicate with each other, thus dividing the market up into several closed user-groups.

Today's machines conform to one of four standards - groups one, two, three and four. Group one and two are virtually obsolete, and the sector is currently dominated by group three machines, which account for over 85 per cent of the market.

These machines can, by and

large, transmit an A4 page in under 30 seconds, as opposed to three and six minutes, respectively, for group one and two machines.

Many suppliers now claim transmission times of anything between ten and twenty seconds, but this can be misleading. To achieve such a speed,

the machine would have to be "talking" to a terminal of the same manufacturer and transmitting on a perfect telephone line.

Because users are of the mercy of the quality of the analogue telephone line, the fourth standard, group four, has yet to make any real impact in Britain, although it is widespread in Japan.

Designed to operate over digital lines, group four machines will only start to make a dent in group three's supremacy in the UK when BT has completed its digital network in the early 1990s. Meanwhile, NEC and Canon are among manufacturers with group four machines in the UK market.

The past year has witnessed a dramatic increase in the number of suppliers. Compa-

nies such as Toshiba, Mitsubishi, Fujitsu, Ferranti, Telex, Minolta, Ricoh, Estacom, Necuba, Ricoh, Olivetti, Olympus, and Gestetner have all entered the fray. And with Philips poised to announce a range of three models in November and rumours that Alan Sugar's Amstrad is also set to launch a new product, activity in the market could become even more frantic.

Despite the number of suppliers, the market is currently dominated by ten major companies. According to the National Business Equipment Survey (NBES), these companies accounted for over 98 per cent of the UK market in 1987. Of these ten, NEC accounted for 28 per cent of the market; Canon, 17 per cent; Minolta, 10 per cent; and Panasonic, 10 per cent.

Methods of distribution have also changed. Five or six years ago, most sales in the UK were made directly by a manufacturer's own sales force. Now it is dealers who handle the majority of sales, claims NBES. In 1988, sales were divided roughly 55-45 between dealers and manufacturers. In 1987 dealers accounted for 62 per cent of fax sales.

At one time, fax was very much a "big business purchase" - now the technology is within the reach of even the smallest company. Consequently, manufacturers had encouraged dealers to enter the market. NBES also predicts that, as prices plummet, the high street multiples will play an increasingly important role.

One of the major growth areas is in the low-cost machine. Typically priced under £1,500, these machines feature sophisticated functions, such as automatic dialling, sequential broadcasting (sending the same message automatically to several recipients) and polling (a facility whereby a terminal calls other machines to receive awaited messages).

Prices are continuing to fall. In April, British Telecom introduced the first sub-£1,000 model, the CFA, priced at £999. Following hard on the heels of this announcement, Fujitsu Communications introduced the Telefax, also priced at £999. Estacom has gone one better and launched a machine for £799, excluding VAT.

Reducing costs on these machines has meant cutting some of the facilities, such as an automatic pollbook. This facility is not essential if users need to receive only one or two-page documents, but it does become a nuisance if you are sent a ten-page document and it is wasteful as a continuous roll of paper.

There is considerable activity at both ends of the market, with many companies introducing sophisticated memory machines. These instruments can store documents in background mode, allowing the terminal to send or receive documents whilst text is in the memory. They are a boon if you want to send the same information to many different addresses, since the facility removes the need to re-dial the document constantly. Memory capacity varies from 20 to 1,000 pages.

Fax memory cannot be used as permanent data storage, because once the document has been transmitted, it is automatically deleted. By the same token, when the memory is full, if the user enters another page, the first document loaded will be deleted.

What a memory fax generally cannot do is store an incoming message - unless there is a special mailbox facility provided, which allows users to access documents by keying in their own special code.

Fax networking is also becoming increasingly popular. This entails linking several machines from the same manufacturer, based around the

sophisticated memory machine. In this way, non-memory machines attached to the network can share some of the facilities of the memory machines. It also allows users to benefit from the proprietary features, such as error correction and fast modes. The network is not distance-sensitive - it could, for example, be in one office block or dotted around the country.

Facsimile, for all its sophistication, is still limited by the quality of the telephone-line transmission. If there is a lot of noise on the line, then blocks of text may become illegible. Several companies have launched error-correction systems, which transmit data in "packets" of a predetermined size.

If the receiving machine receives a packet that is not of the correct length, then it realises that there is noise on the line and asks the machine to retransmit.

Most of error-correction systems are proprietary models and therefore only work with machines of the same manufacturer, and, in some cases, the same model number.

However, the CCITT (the International Consultative Committee for Telephones and Telegraphs) has established an error-correction standard that will work between machines of different manufacturers. So far, Panasonic is the only company to introduce a model with this facility. This feature will

## PC-fax systems have great potential

come into its own only when most machines have such a capability and all the machines currently on sale would not be able to make use of the facility.

The integration of facsimile with computers is the next major step forward, and there are a number of ways this can be achieved. The most popular appears to be PC-fax boards which plug into personal computers.

At present, there are only two models on the market, the pioneer system, GammaLink from Comwave and the C-Fax from Comminet, which is also distributed by Intercom and Mufthead, and priced in the region of £1,000. These machines turn a PC into a sophisticated fax machine featuring a large memory for storing documents, auto-dialling facilities, polling and so on - dialling takes place on the computer keyboard.

Both these boards work in background mode, allowing the computer operator to continue working whilst receiving documents.

The UK market for PC-fax is at present very small, numbering around 3,000. However, according to Oliver Tucker, sales and marketing manager of Comminet, "the market is shortly to be blown wide open." The group plans to launch a plug-in board for IBM machines or compatible models that will provide the computer with a facsimile transmission facility to group three standards, for under £200.

The card is a send-only device, but a simple upgrade path provides send-and-receive capability, and additional communication facilities, which, claim the company, turns a PC into a top-of-the-range facsimile machine.

Jonathan Moggridge  
The author is Editor of *Lines of Communication* magazine.

## Highly competitive sector

AFTER the US and Japan, the UK is the third largest market for fax in the world. There are now around 95 different suppliers of fax equipment in Britain alone, where the installed base is expected to rise to well over 300,000 by the end of the year.

Worldwide there are around 5m fax users and few industry watchers would be surprised if this doubled by 1992.

There are already at least 150 models available in this highly competitive sector - fax is a high-discount market, says the consumer magazine, "What to Buy For Business" - "most dealers operate on margins of at least 35%, and often more than that - and almost all can afford to knock large amounts off their machine prices of 1/3 the only way of getting your business" are becoming more packed with features and added capabilities.

Among the "best-buys" recommended by WTB for non-memory fax machines, (ranging in price from £350 to £1,950) are:

The compact, semi-portable Intercom F20 (the Nashua

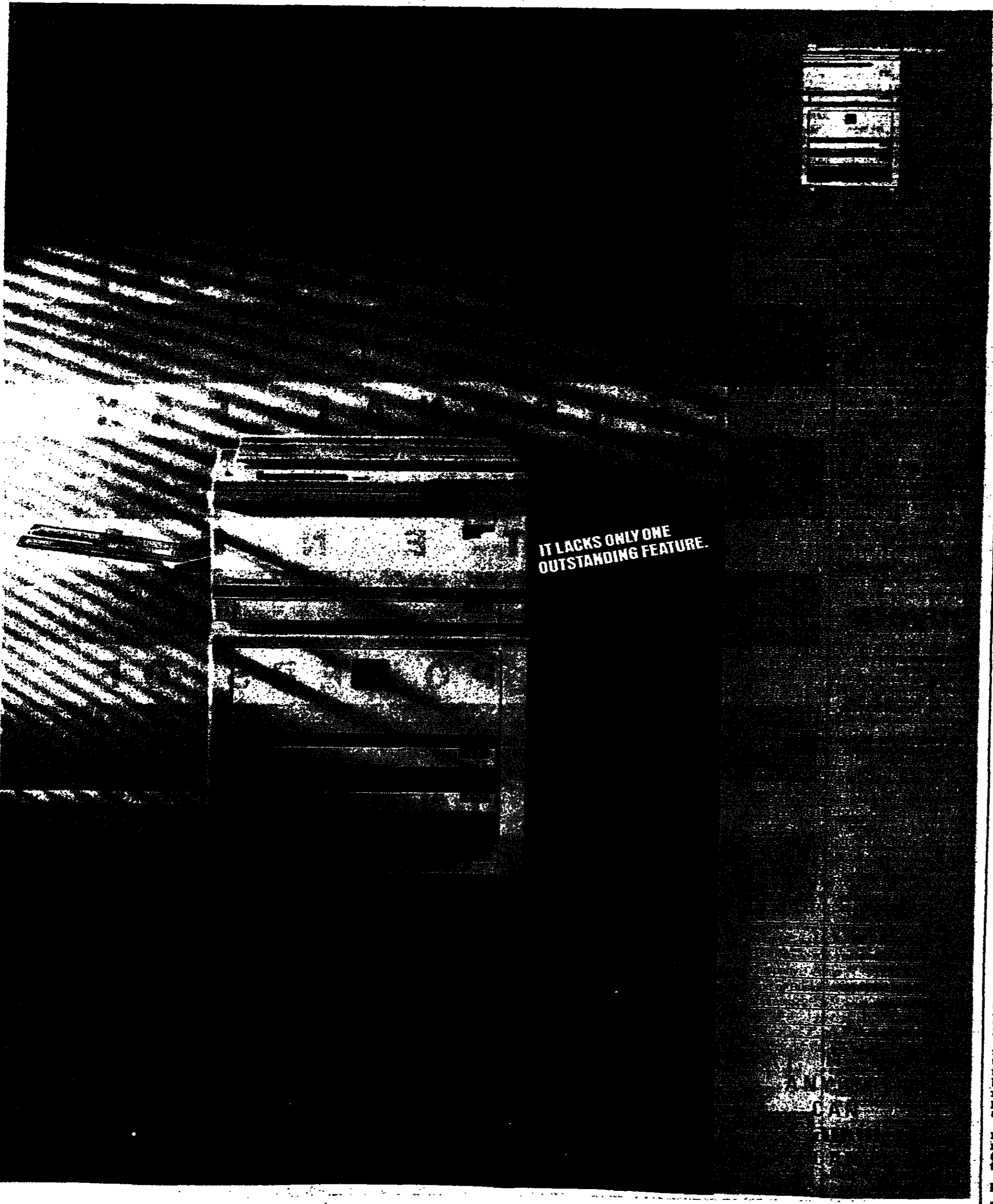
FS10); the well-designed Sharp FO-150; Panasonic UP-150 (Intercom Panafax UP-150); British Telecom AD70; the Intercom ImageMate; British Telecom AD200 (Panasonic UP-250; Intercom Panafax UP-250); Inditex 6183.

Thirty-five other machines are listed in the "good value" and "worth-a-look" categories. Recommended "best-buys" in the WTB report (available from 11, Kings Road, London, SW3 3BZ) for memory-based fax machines, which range in price from £1,875 to £3,150, include: the Canon Fax 410 - "a budget memory model"; Intercom Image-Master (Nashua F780) - "a proven work-horse"; Canon Fax-720 (Olivetti TR210) - "outstanding value"; Harris 381, with high-specification auto-dialler and programmed transmission.

In all, 16 other memory-based machines are listed in the "good value" and "worth-a-look" categories:

"Some machines are sold under more than one brand name."

M.W.



IT LACKS ONLY ONE OUTSTANDING FEATURE.

New generation telephone equipment

# Increase in competition seen as costs fall

THE UK telecommunications market has become increasingly competitive since liberalisation, with large numbers of companies jumping in to take advantage of what they saw as a potential goldmine.

The fact of the matter was that sales did not leap overnight. Users did not instantly change their systems so there were not the fortunes to be made. Nevertheless, the competition spawned a growing awareness of the advances in telecommunications - and the commercial benefits that would accrue from the effective use of modern technology as well as a range of competitive systems each with a list of features that the manufacturer hoped would enable him to obtain a competitive edge.

We are being regularly regaled with the benefits that will result from ISDN, the integrated services digital network. Even though introduction will start shortly, it will be a year or two before it will be widely available.

Nevertheless, Star services, available on BT's digital exchanges are some of the most tangible benefits of network modernisation. They enable customers with individual lines to enjoy facilities only

normally available on the most sophisticated PABX. For example, subscribers will be able to divert calls, have call-barring, have three-way conferencing, and repeat the last number dialed.

However, it should be noted that the falling cost of electronics has resulted in lower end-user prices for telephone instruments. A basic business telephone with about ten memories to store frequently used numbers will only cost around £30.

Even incorporating a hundred memories, hands-free operation and a display which shows the number being dialed and times the duration of the call is only fractionally more than £100. This means that an increasing amount of power can be placed at a user's fingertips.

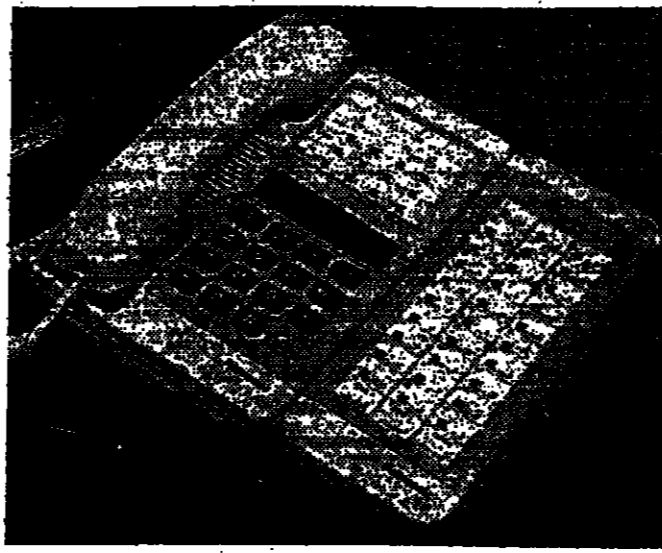
Already, however, the latest PABXs employ digital technology. Benefits of this new include reliability, space and

power-saving and the ability to provide a migration path to future services.

Features offered by a modern digital PABX include call forwarding, call divert and conference calls. The market leader in the UK is the ISDX system from GPT (GEC Plessey Telecommunications). It is claimed to have captured around 70 per cent of the UK market.

A private network built up using these PABXs is able to support its features across the whole network as well as providing a uniform number plan so that it is no longer necessary to look-up the-line and site codes prior to making a call.

Networks generally consist of separate PABXs at each site with interconnecting links. Today, with 30-channel links and ISDN-compatible switches such a network will take the form of a private ISDN so enabling an organisation to take advantage of it before ISDN is available in the public network.



Among the new telecommunication products on display at the International Business Show in London next week, will be this executive telephone. Part of the Panasonic A-series, this model has a built-in direct station selection console.

£100 are digital PABXs designed for the smaller business. The former has a capacity from between 8 to 48 extensions while the latter supports up to 96. Not only they provide this upgrade path, they can interwork with other PABXs.

At present, even though such exchanges are digital, the majority of extensions are analogue.

As and when demand occurs, as referred to above by Mike Hart, it will be a simple task to change the line cards to enable digital instruments to be connected. This can be done on a piecemeal basis with digital terminals only being installed where needed.

Norton Telecommunications, the third largest UK supplier of key-systems and PABXs, is the UK division of the multi-million pound Siemens organisation. According to its group product manager, Mr Andrew Knott, many of the UK companies adopt a parochial approach where their only commitment is to UK standards and are not really looking to the future.

"As the European open market emerges, companies must start to communicate on a European level... what we must do is to help secure today's benefits, but keep an eye on Europe as we must also

offer UK companies a path to European communications. It's all a question of being able to deal with today's issues, but be prepared for tomorrow's opportunities."

While this is absolutely correct, it must be borne in mind that the telephone network has been developed on the basis that any telephone can connect with any other telephone in any other part of the world. Obviously, this is at the lowest common denominator level of plain voice with very few enhanced features. But even there, developments are afoot.

GPT Telecommunications Systems is about to launch a telephone system with an integral fire/burglar alarm security unit.

The first in a range of "Lifestyle" products the GPT 4 Tel Plus unit consists of a four-way telephone system from a single line with an intercom facility. It is compatible with standard phones, facsimile machines and answering machines.

It is also a self-contained security system for fire or theft. An automatic dial call a predetermined number and, when answered, its simulated voice repeats the alert message three times. The 4 Tel Plus has application in the home - and especially for the office in the home - or even

the small business.

There are a number of single line miniature PABXs on the market because they are exempt from the having a pre-connection inspection (PCI) prior to connection to the public telephone line. Thus, they can be installed on a DIY basis.

National Telephone Systems is a company offering a range of PABXs starting with the London 8. This is of modular design for maximum flexibility. Its motherboard contains all common user and switching functions with eight ports, designated as extensions or exchange lines, housed on plug-in daughter boards. Thus, the desired configuration is achieved by the addition of the appropriate extension or exchange line cards. This can range from a system with one line and seven extensions through to one with four lines and four extensions.

Such a system which has wide range of features including call diversion, ring-back when free, and conferencing is one of a number of small modern PABXs which provide cost-effective communications for the smaller business.

The company offers a range of systems with up to 128 ports as well as specialised configurations such as for hotels.

There are many other suppliers offering key-systems and PABXs.

In choosing the right equipment, the trick is to know how your own company is going to grow so as to be able to select the most appropriate system to meet future needs.

Adrian Moran

## ELECTRONIC MAIL

# Sorting out the confusion

ONE OF the main problems with electronic mail is that it is misunderstood - people think of paper-based mail and immediately expect e-mail, as it is called, to be an electronic version of the same thing. It isn't or at least it isn't yet and will not be for many years to come.

The difference between paper-based mail and e-mail is that one is delivered to your door, while the other has to be collected from a mailbox; one is paid for entirely by the sender, while the other costs money to receive.

Until electronic mail can be delivered directly and free of charge to the receiver, it will never be accepted by the domestic market. But its different nature in the business world, where the receiver is usually as keen to receive as the sender is to send.

A classic example is Electronic Data Interchange (EDI) - a form of electronic messaging which is growing fast. The main difference between EDI and e-mail in general is that EDI is strictly between consenting adults.

A classic example is the way in which Marks and Spencer uses ICL's Tradenet for stock orders from its suppliers. But for general e-mail, there is currently a difference between inter-company and intra-company e-mail.

The benefits of intra-company e-mail cannot be questioned. More and more companies are installing internal networks, and these networks are being used to carry e-mail throughout the organisation. With some of the larger companies, the networks are actually international, and the effect is that user 'A' can send a message to a user 'B' without even knowing (or caring) where B actually resides.

But intra-company e-mail is in a closed and controlled environment. Individual users are not concerned with the cost of their messages. The network manager has control over the system, and can ensure that hardware and software will notify the recipient that he has mail awaiting him. Thus, when user 'B' switches on his terminal, even if it is only to record stock changes, he is automatically notified that mail has been delivered to his mailbox.

Alternatively, the network manager can design the system so that A's message is automatically printed at B's nearest printer, attached to the network ready for delivery by the internal messenger system.

This is a completely different world to that known to the majority of small companies with a number of individual stand-alone PCs. Here e-mail is by necessity inter-company e-mail. If another company sends a message to me via Telecom Gold or One-to-One, then I have to pay for the privilege of receiving it. I have to pay One-to-One or Telecom Gold for the privilege of having a mailbox, and I have to pay British Telecom the line charges involved in accessing and reading the mail.

It's like the early days of paper post; every time I see the mailman I want to run and hide just in case he has something for me. This situation is unlikely to change for many years. Unless the sender is able to connect directly to the receiver's PC, via the telephone, then the receiver will always be inhibited by costs - and this will inhibit the growth of e-mail.

The situation is not, of course, so difficult between two different large companies. Big organisations are likely to have their own networks, or at least their own PABXs, and it is increasingly possible to get from one network to another 'transparently'. All that is necessary here is that the sender

is able to attach to the receiver by direct leased or PSTN line, that both networks are compatible, and that the receiver has application software able to read the electronic message. And this is the exception rather than the norm.

This brings us fairly and squarely into the problems of areas of standards - and the good thing about standards, as we all know, is that there are plenty to choose from. Rod Matthews from ICL is one of the UK's experts on standards - he sits on both the European SPAG (Standards Promotion and Application Group) and US COS (Committee for Open Systems) board of directors.

"E-mail will never really take off," he believes, "until there is a sufficient infrastructure - and that won't happen until we have universal standards."

The standard to watch, he says, is X400 - "the problem is that many mail systems are vendor proprietary with vendor defined and controlled interfaces. X400 is essential to allow different products to interconnect, and this is essential if e-mail is to be at all useful on a large scale."

But he believes that Europe is caught in a cleft stick - "we need a publicly-defined standard to enable all the different European machines and PSTNs to operate in harmony. But we cannot use this as a form of invisible trade barrier to protect ourselves from the Americans and Japanese."

Apart from the dubious efficacy of vendor standards - "if we have public standards that don't include the Americans and Japanese, it would simply allow them to design systems that have our standards in our markets, but keep their own - as a barrier to us - in their own domestic markets."

It is for this reason that Mr Matthews works so hard to develop truly international standards. Not only does he bridge SPAG and COS, he is also working to ensure that the Japanese POSI (Promoting Conference for OSD) joins in.

"If we can get the Japanese manufacturers to agree to specified standards, then we have a political weapon to keep them to those standards."

Steve Dooley, a director of the communications consultancy, Level-7, is equally convinced that the future of e-mail is tied to the future of X400 - "the 1988 recommendations," he says, "include inter-networking with physical delivery agencies, such as couriers and the postal services, and provide the ability to carry geographical addressing information with the message."

"In this case, a user may be assigned to a physical delivery station where the message is printed and subsequently delivered through the postal service to the recipient."

"X400 gives fast, error-checked, multi-destination delivery on a store and forward basis. It is a truly open system which can be, and is being, built into a worldwide network and, rather than fixing the type of equipment and user interface which is provided to the end-user, it defines a set of services on which the vendors of the terminal equipment can build."

But we should not expect it to happen quickly - "It does not follow that X400 products and services will be established overnight. While it is to be expected that particularly in Europe, public services and products will be in reasonably general use by the end of the decade, we would not foresee the use throughout the world generally until well into the 1990s."

Kevin Townsend



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OFFICE EQUIPMENT 6

WORD PROCESSING EQUIPMENT

# A marketplace in transition

THE MARKET for dedicated word processing equipment is in decline, yet considering the success of the Amstrad word processor over the last few years, and considering that Philips has just launched a new range of word processors, this may seem a rather strange statement.

But it is not that there is no specialist WP market - it is just that it is very limited, and much smaller than it appeared to be even just a few years ago. The argument in favour of using a dedicated system is simple: if you have dedicated typists, then they deserve a dedicated machine. If you ask your employees to sit front of a screen all day and every day, then they deserve a system that has been ergonomically designed for efficiency and comfort.

This argument is very persuasive - at first, it seems perfectly reasonable. But it contains an element of false logic. The standard QWERTY keyboard (and the slight national variations, such as AZERTY) used by almost all professional typists, was originally designed not for comfort or speed, but for difficulty.

The basic keyboard design is intended to slow down the typist (because most typists could easily type faster than the

maximum speed possible through slow mechanical keyboards); so, given this inherent impediment, one must ask how serious is the requirement - for specialised word processing design.

The case is further weakened by the not unexpected attitude of almost all PC manufacturers to build basic ergonomic design features (tilt and swivel display screens, anti-glare qualities, adjustable and detached keyboards and so on) into even the least expensive of the standard PCs.

It is indeed questionable whether there would be a specialist WP market at all if Apple had popularised the microcomputer, just a few years earlier.

Most businessmen in Europe began to hear of the "word processor" as if it were a completely different office machine round about the mid-1970s. VDU screens were just becoming available, the floppy disk had liberated typing systems from the limitations of magnetic cards and/or internal

memory, and the high quality daisywheel printer had been developed. The software itself was usually an extension of the operating system editor supplied by the manufacturer. For all of these elements together and the result was a "word processor" - something altogether different to a computer, and certainly something far removed from things as operating systems (each one had its own operating system which the user never came across).

But then Gary Kildall developed and marketed the first non-proprietary disk-based operating system (CP/M) and prepared the way for the boom in microcomputers. Hundreds of different companies started to manufacture their own micros. And provided they supported CP/M, they could all run the same software. This created a large market for software development - and suddenly microcomputer application software began to appear.

The first two great success stories were the VisiCalc

spreadsheet and the WordStar word processing package. VisiCalc has come and gone but WordStar (now in its fifth re-incarnation as WordStar professional 5) goes on and on.

WordStar, in particular, and microcomputer WP application software in general, has done more than anything else to erode the specialist WP hardware market. But it is not that

authors are starting to do more and more of their own typing. The old process of long-hand drafting, direct dictation and/or audio dictation still persists, but is a diminishing feature of office life.

But there is another movement in office equipment hardware that also spells the end of separate pieces of equipment - it is hardware integration.

'The argument in favour of using a dedicated word processing system is simple and very persuasive - it seems perfectly reasonable. But it contains an element of false logic.'

We have, and will continue to have for many years yet, different pieces of equipment for different functions. But this is more to do with the inability of hardware and software to cope with everything than it is to do with users' preference.

So, at the moment we have a xerographic office printer that is separate from the xerographic office copier, and a scanner that is separate from the

office facsimile machine. In the future, all of these functions will combine within a single machine.

Similarly, we currently have a general purpose PC that is able to function as a word processor and a CAD system; we have a specialist word processor that can also run general purpose software applications; and we have a specialist CAD workstation that can double as a stand-alone office computer.

But the next generation of microprocessors will be sufficiently powerful and sufficiently inexpensive to drive a single system fully able to perform all and more of the required functions.

Clearly, the current situation is an inefficient use of resources. A few years ago, DEC marketed its product range as "horses for courses." The professional manager required a VAXmate personal computer; the professional scientist, researcher or designer required a VAXstation or MicroVAX; and the professional typist required a DEC-

mate word processor. This works well enough within DEC's existing user base, but it is a relatively rare occurrence for DECmates to sell outside of the user base.

The reason is simple. Buyers cannot be certain that the proprietary WP hardware will interface suitably with their other hardware.

Similarly, European buyers have an in-built inhibition against buying a product that has limited capabilities - in general, specialist WP can only perform word processing, while a personal computer can do just about anything.

With this in mind, it is worth looking at a two of the more recent WP launches: Canon's WP200 System and Philips' MMS 9110. The Philips word processor includes MS-Dos, an IBM XT-compatible keyboard, an IBM colour display compatible screen, an 8088 processor and the Philips word processing software.

One would be hard pushed to see any effective hardware differentiation between this specifi-

cation and that of an out-of-date IBM PC XT. The new Canon word processor is based on the A200 personal computer and WordPerfect software from Sentinel. The Canon A200 personal computer is fully IBM PC-compatible with a basic 256 kbytes memory...

In short, even where manufacturers are developing new word processing systems, there is very little that will distinguish them from standard PCs. The only real conclusion is that the best thing to do is choose the word processing software package that best suits individual needs, and then look for the best possible hardware on which to run it.

And when the available PC software has features that include on-line spelling correction (with suggestions for the correct spelling which include phonetic near-misses), on-line thesaurus, the ability to search multiple files for text strings and copy specified text directly from one file to another, plus screen-based mathematics, in-built electronic mail communications facilities, a mail-list manager and a full-page and multiple-page preview facility (all of which can be found in WordStar 5) - do you really need anything else?

Kevin Townsend

## Developments in dictating and voice messaging

# Towards a digital era

executive dictating/secretarial longhand: £10.48 by longhand note; £7.58 by shorthand dictating; and £3.08 by dictating machine.

It is strange to note that organisations in the UK adopted word processing and PC technology quicker than in any other country in Europe, but still lags behind when it comes to text composition.

As Roger Fuller of Sony (UK) commented: "It's like walking backwards to the airport and then flying Concorde across the Atlantic."

Be that as it may, a survey called "Secretaries and IT," published recently by Lotus Development (UK), in association with Manpower, reveals that, where secretaries have adopted word processing techniques and saved time as a result, there has been a resurgence of traditional support tasks such as taking messages, welcoming visitors, administration, personal organisation for the boss and making coffee.

Thus, it would appear to be

in the executive's own interest to embrace dictation systems with a little more enthusiasm, particularly since the potential for time-saving is equally as great as is not greater than that offered by PCs and word processors.

According to Philips, the value of the dictating machine market worldwide was \$612m, with 1.54m machines installed, which was 3% up on the previous year. However, the company believes that the potential in its core target market

(Germany, Austria, UK and the Netherlands) is in the region of 1.65m units, that is 26% of an estimated 7.15m executives. As it stands at the moment, though, while portable sales are reasonably healthy desktop and centralised dictating still suffers from a rather lack lustre image.

Indeed, few executives think of them as time-saving tools. Part of the problem is lack of up to date equipment in UK secretarial training colleges, which means secretaries are not always equipped with the skills demanded in the electronic office.

Sony's contribution to this is sponsorship of the Top Secretary Award in association with the London Chamber of Commerce, with this year's winners due to be announced on 15 November.

Paul Jennings, Dictaphone's marketing director and the chairman of the BETA dictation equipment division, conceded that complicated access routines were much to blame but that digital technology will prove to be the missing link - "digital technology is to dictate what word processing was to typing and I think it will spur companies to take another look at dictating."

"Whereas with centralised systems you used to have to enter lots of codes before you proceeded, all you have to do with a digital system is press one key and you can start dictating immediately."

Being disk-based, as Dictaphone's new Digital Express is, it also provides random access to voice data as well as instant edit facilities whereby words or sentences can be added or deleted at will anywhere in the recording.

Digital technology offers other advantages, too, as Paul

Jennings pointed out: "It allows basic voice messaging to be added whereby authors are allocated a voice mail box which stores their messages until they phone in to retrieve them. In other words, it becomes a communications tool."

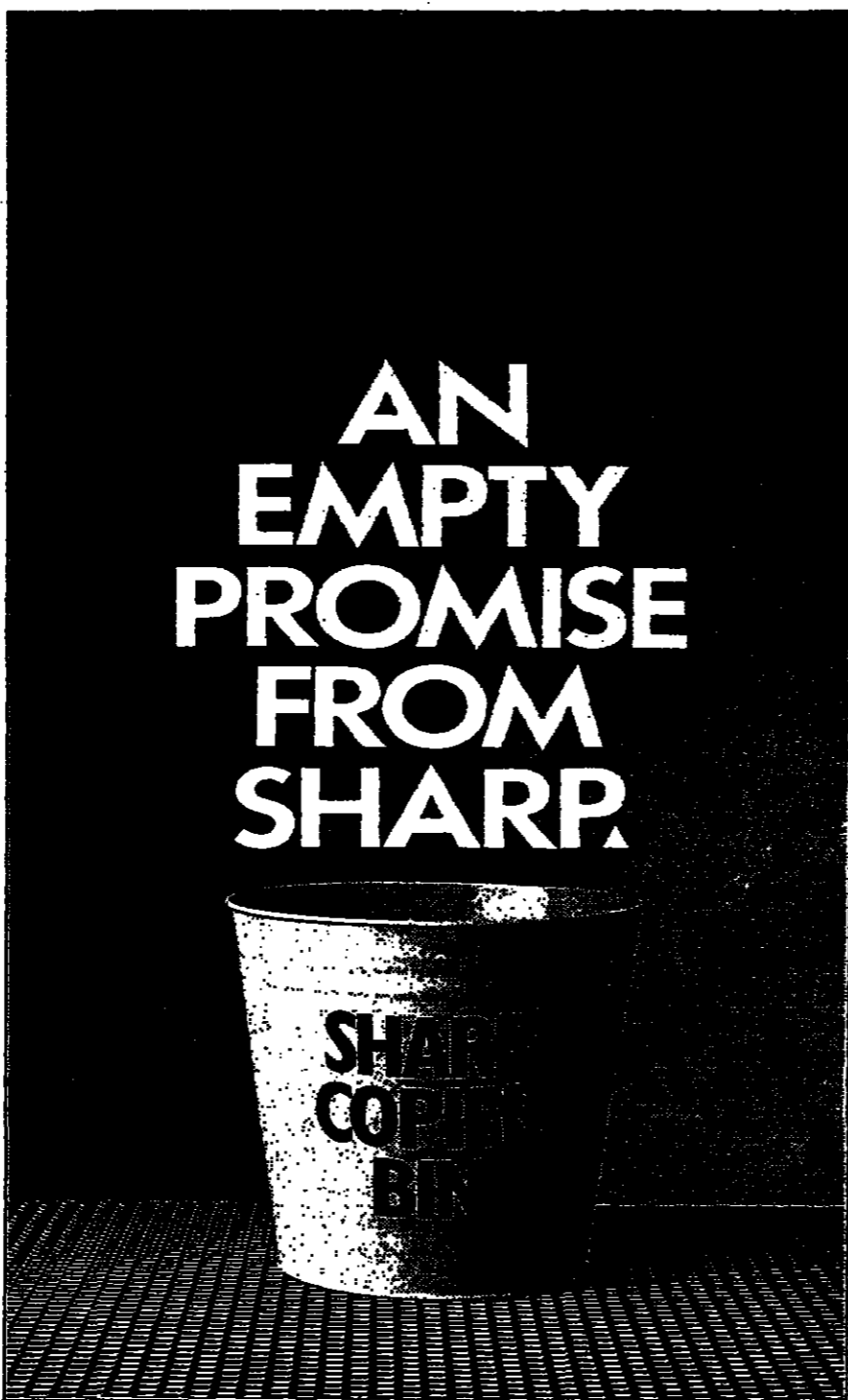
Interestingly, the Lotus-Manpower survey reveals that telephone answering/messaging was second only to electronic filing as the most desired facility currently lacking in the secretarial office. Of course, as Richard Nixon and some insider dealers in the City of London have found to their cost, when all conversations are recorded, your words can come back to haunt you.

But assuming your business is legitimate, there is no question that telephone answering is a boon for mobile executives, small offices and small businesses, if for no other reason than that it means no important business call need go unanswered.

Voice messaging would appear to be the way forward for larger organisations. Already well-established in the US, a voice messaging system is, in essence, a sophisticated telephone answering machine that can be networked on PABXs thereby allowing all



In use: the latest executive portable dictation machine from Sony: the SSM-580.



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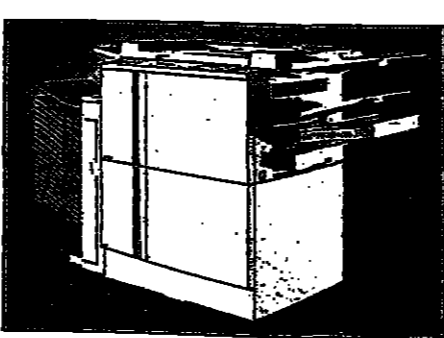
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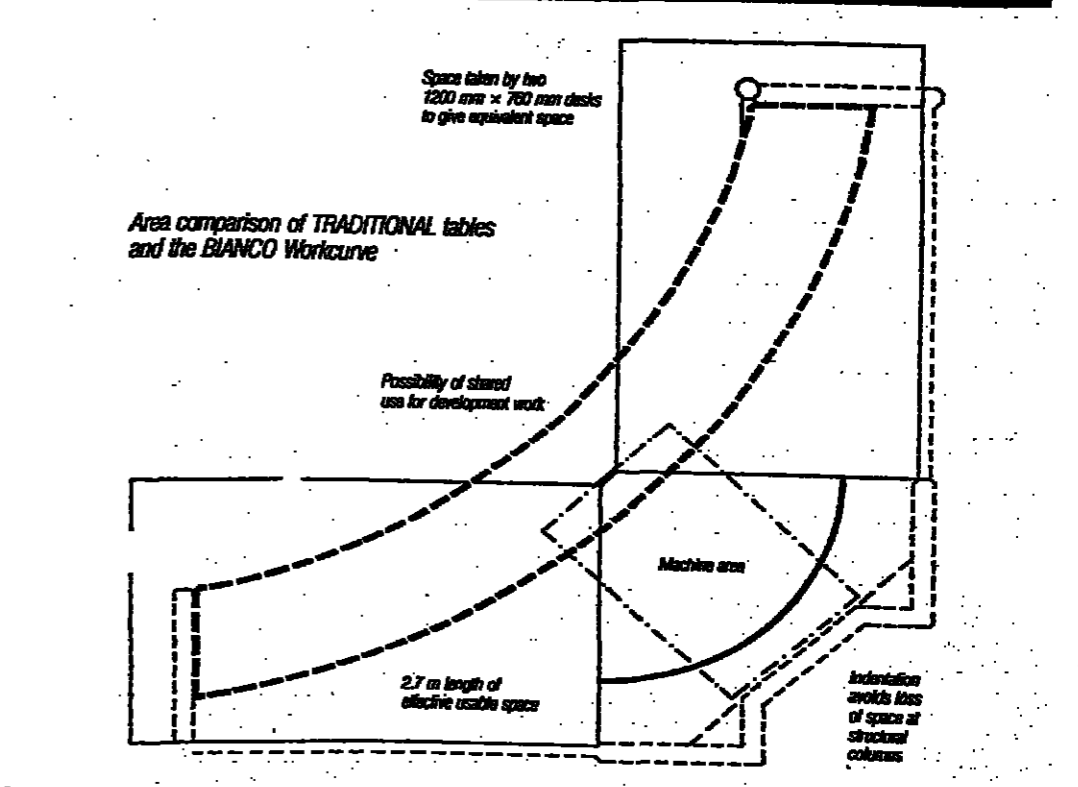
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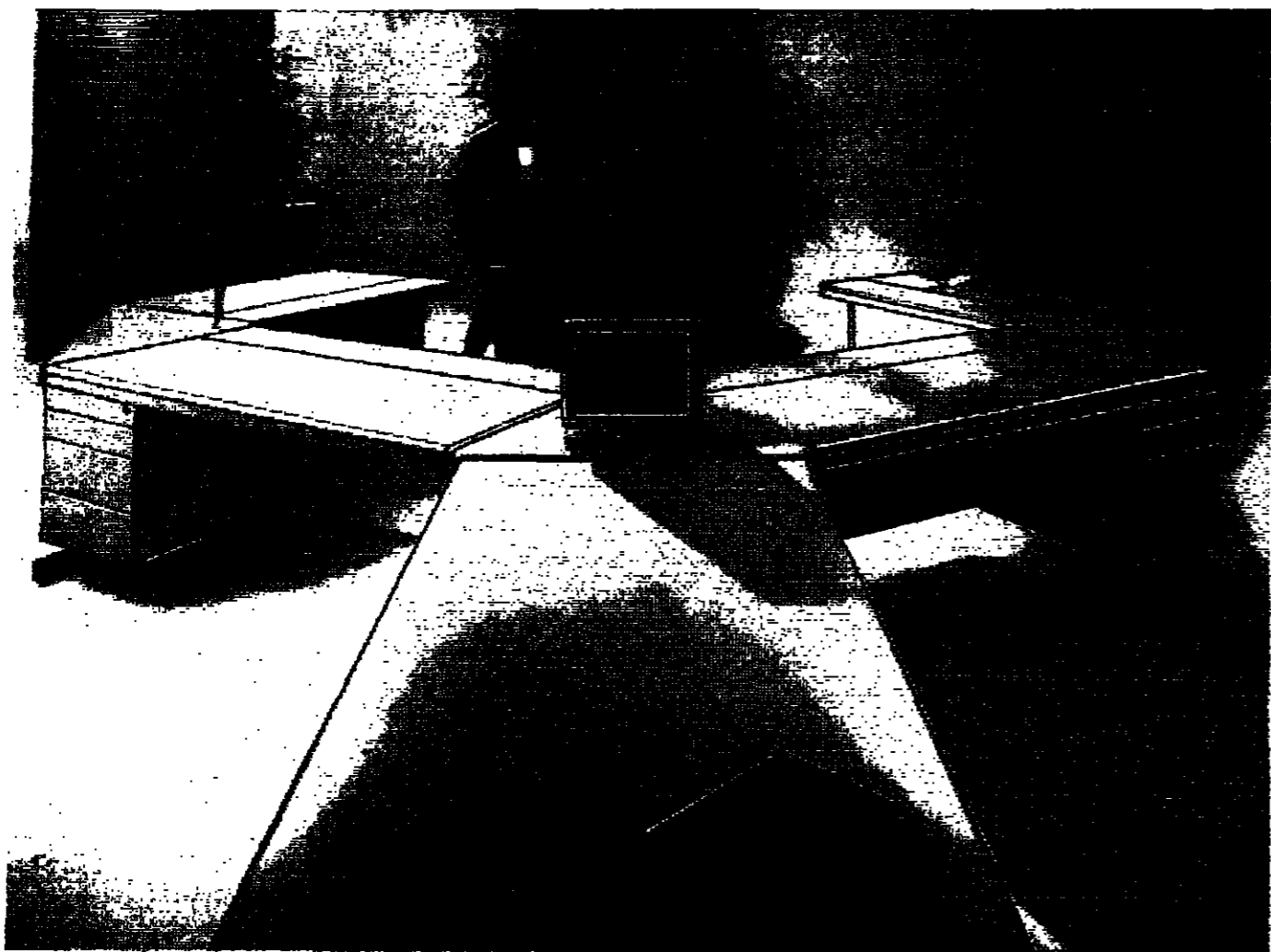




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## OFFICE EQUIPMENT 8

'Telecommuting' from an office at home

# A new way of working

UNTIL JUST a few years ago, the idea of working from home evoked sad images of outworkers in the clothing industry or the sweated labour of the homeworker, typing envelopes by the thousand. This image lingers, despite the fact that a growing number of managers, professional and entrepreneurial people are taking advantage of the developments in technology which allow them to operate effectively from afar.

The FI Group (until recently, known as F International) and KCL, the British computer manufacturers, are not new to this pattern of work. They have, respectively, 26 and 19 years of experience of it - they sponsored Francis Kinsman to research his book, *The Telecommuters*, (published last year) because they believe that "telecommuting" is not just a curiosity but the precursor to a new way of working.

Furthermore, at last month's, British Telecom/CEA conference, "Tomorrow's work place: harnessing the challenge of teleworking," the results of a recent survey carried out by the Henley Centre for Forecasting indicated that more than 4m people will be working from home by 1995.

In fact, all sorts of people already have an office in their home - they range from the salesman who, without going into his office, needs to send memos to his customers; or the busy executive who needs to have his study where he can finish paperwork tasks at the weekend; or the entrepreneur who runs his entire business from home.

While their needs may differ widely, one fact that they have in common is that they are "on their own" should anything go wrong with equipment in their home office. Such users do not have a spare photocopier or facsimile machine, or if a computer bug strikes, they have to find their own way out of the problem.

The underlying factor is that all this business technology is just a means to an end - and not an end in itself. Thus, the aim should be to employ reliable, standardised equipment.

The reason for reliability needs no explanation; standardised implies the adoption of common standards and thus compatibility between systems.

This minimises the problems of transferring files between systems, obviates the need to learn a second set of commands and control sequences should one need to use other equipment, and simplifies the task of obtaining replacement

equipment in the event of a failure.

In addition, many people working from home may not have even a full size work-space and have to squeeze into the box room - or even a corner of the lounge. Thus, they may have to pay the premium to obtain physically small but high performance equipment.

For example, just over a year ago, Konica launched its K190 fax machine. Described as the first upright fax machine in the world, it only occupied an A4 piece of desk space and yet took a B4 original. It is a full featured machine, incorporating auto-redial and automatic document cutter and so was an ideal tool when space is at a premium.

Now, Konica has just announced its K196. This is basically the same machine which has been upgraded to include a built-in telephone handset and a half-tone capability. While no price has been set, it will probably have a tag of around £1545 - the price of the virtually identical Mitsubishi FA3100 launched last month.

In the world of shrinking microcomputers, the Toshiba range of laptops has just been

**Using new technology, more than 4m people in the UK could be working from an office at home by 1995**

extended with the T1600 portable desktop 286 machine. It is battery-operated and so can be used on the move. However, more importantly for the office in the home, it provides full IBM AT compatibility and EGA standard graphics in a unit that occupies just over one square foot of desk space.

This machine is powerful enough to support software packages which require high speed processing capability and thus should meet most needs for the foreseeable future. At over £3,000, this machine and others occupying a similar spot in the marketplace, such as Zenith's Super-Sport 286, cost appreciably more than many of the other machines that offer a comparable performance but are physically larger.

Nevertheless, its price is in the same bracket as the Compaq Portable III which, in its closed form, looks like a large style lunch box. I make this point because Compaq machines are judged by many to be 'the Rolls Royce of per-

sonal computers' and this fast 286 machine is ideal for situations where the computer must be stowed away when not in use.

This does not mean to say that other machines, such as low-cost clones or the just-announced Amstrad 2000 series of 24 machines, aimed directly at the business market, are not good - far from it!

There are many machines on the market which offer extremely good value for money. For example, "direct relationship marketing" company Dell Computer Corporation offers a one month money back trial of its machines which come with a one year on-site parts and labour warranty and free access to the company's technical Hotline. This could well be the ideal solution.

However, the user should assess needs, and with those in mind, narrow the choices and so focus on suitable equipment. No matter how good the equipment, it can all be brought to naught by lack of adequate support. Therefore, knowledgeable and helpful local suppliers, as well as user-groups - such as the IBM PC Users' Group and other local groups - can be very helpful in the move into uncharted waters.

One of the advantages of working from home is that one can work at times when it suits you. This may be late at night or even early morning. As, at the very least, it would be antisocial to disturb other members of the family, the computer printer selected must be particularly quiet in operation.

Hewlett-Packard's DeskJet ink jet printer appears ideal in that it is quiet in operation and provides true letter-quality print together with full-page high-resolution graphics. In fact, it provides laser quality output at a far more affordable price and, using plug-in font cartridges, can print in a variety of different fonts in both draft and letter quality modes.

The recently introduced Quime CrystalPrint liquid crystal shutter page printers offer an alternative. While using the same toner and heat fusing techniques as a laser printer, they are appreciably smaller, have fewer moving parts and offer the same speed as laser printers but, according to Quime do not suffer from the scanning distortion since they do not have rotating mirrors and lenses.

The result is that machines are noticeably smaller and lighter and, presumably, have the potential for being more reliable and lower in cost. In fact, they appear to be ideal personal printers for the office at home.

One of the traps for the unwary when buying a printer is software compatibility - if the particular printer is not listed as being supported by the software you intend using, then you may not be able to take full advantage of some of its sophisticated features. And these may be for what you have had to pay a premium.

A lightweight photocopier such as the Sharp Z-50, or even

the Z-70 which takes B4 originals and has a reduction/enlargement facility may be a worthwhile investment to save an inordinate amount of time wasting going to your local copyshop. Furthermore, it will be useful where multiple copies are required from your PC, as consumables for laser type printers are quite expensive.

The range of IBM-compatible software is virtually infinite and so are the choices - and the fact that one works at home does not mean working in total isolation. Ideally, one should use the same software as one's affiliates. This will simplify file transfer and, when you are faced with a software problem, you will often know someone who has previously met, and solved, that same problem.

However, the latest version of the Wordstar word processor package, Wordstar Professional Release 5, is said to incorporate 390 new features, including the most effective advanced page preview facilities available.

In this new version, users can choose from pull-down menus, original Wordstar commands or function keys. Furthermore, it has an auto-save facility which insures against loss of data.

Sometimes there is a need to make documents more than just presentable. A higher standard of appearance may be worthwhile - even if just on the title page of a presentation. A low-cost DTP package such as Timeworks Desktop Publisher PC allows one to take existing test files from Wordstar and other WP packages and to design and layout documents in a variety of typefaces, styles and sizes.

Because the computer display shows you exactly how the finished document will look, it is relatively easy to put one's ideas into practice. Once a page looks exactly as desired, it can be printed out.

When working from home, it should not be forgotten that one needs to be business-like and organised - a time recording and analysis program, Timeslips, from Mirrosoft, can be used as a "pop-up" at the touch of a key so as to be able to time jobs and allocate costs easily. It has just been named "Small Business Software of the Year" in the 1988 Personal Computer Awards.

Selling at £29.99 plus VAT it should rapidly pay for itself in improved time-discipline, even where the user cannot charge directly for his or her time.

But the bottom line of all this productivity is that one must keep good accounts. Many people, no matter how brilliant in their own field, have a mental block where accounting and book-keeping are concerned. The latest version of the Doc-Easy Accounting program incorporates context-sensitive help and even includes a primer on accounting in the manual.

While a little knowledge is often considered to be a dangerous thing, at £29.95 + VAT, this program appears to be a very low-cost way of keeping watch on one's books.

Adrian Morant

## Preparing for 1992

Continued from Page 7

Alan Cooper, another UK manufacturer, announced record interim results for the six months to June. Profits for the Lancashire-based company were up 35% (before tax) to £1.3m on a turnover of £5.1m.

Mr G.P. Barua, director of NBES, predicts that the advent of the single European market will affect the way that multinational groups buy all their business equipment products, including office furniture.

"Decisions on the larger contracts will be made transactionally, with more centralisation of the negotiation process. When this takes place, only those office furniture companies that can provide trans-national servicing and support will find themselves on the shortlist of suppliers - hence all the jockeying for position and the expansion plans now going on."

Mr Barua attributes booming sales activity in the UK market to higher levels of expectation about the working environment on the part of corporate purchasers, hastened by the introduction of office automation and, in particular, developments in the City of London and the wider financial community. The comparatively fast growth of the UK economy has encouraged both domestic and foreign furniture producers to invest in Britain and to gain product and manufacturing advantages, he says.

Despite the conclusion by the NBES report that the systems market was growing at the rate of 24% in the year to March, 1988, Mr Barua sounds a note of caution. He predicts that from 1990 on, the UK market will "get much tougher - the office furniture industry is, after all, notoriously cyclical. As the economy slows down, which seems likely, so orders will slacken. "Some manufacturers are already beginning to feel a chill wind, although the industry as a whole has not."

Mr Barua anticipates that as the supply-side catches up with demand, price-cutting will intensify - and over-crowding in the sector will force further buy-outs.

Increasingly professional marketing will mean a closer attention to the needs of niche markets, making stronger links with customers. Those companies which emphasise

direct sales forces, as opposed to dealer networks, will find their investment in this more expensive form of distribution repays them, he believes.

"Trends in the Systems Furniture Industry", from NBES, London, tel. 01 536 5422.

Michael Wiltshire

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# FINANCIAL TIMES SURVEY



This year marks the 20th anniversary of The Troubles. Yet, powerful as the images of violence

are, they belie much of the everyday reality of Northern Ireland. Even in the toughest areas, life goes on. Kieran Cooke examines the broader picture

## Image, reality and paradox

AN ELDERLY woman from Northern Ireland was visiting her daughter in Dublin. "Oh, I can't wait to get back over the border to have a rest. There's so much hustle and bustle down here," she said. A French academic declines an invitation to lecture in Belfast. It seems she is worried for her safety. Image and reality constantly clash in Northern Ireland.

According to official statistics, it has the lowest level of serious crime of any area in the UK. But the murder rate, while still only half the level in the US, is about six times the UK average. "We are a peaceful, orderly community," said a senior officer in the Royal Ulster Constabulary. "It's just that people here seem to have an unfortunate propensity for killing each other."

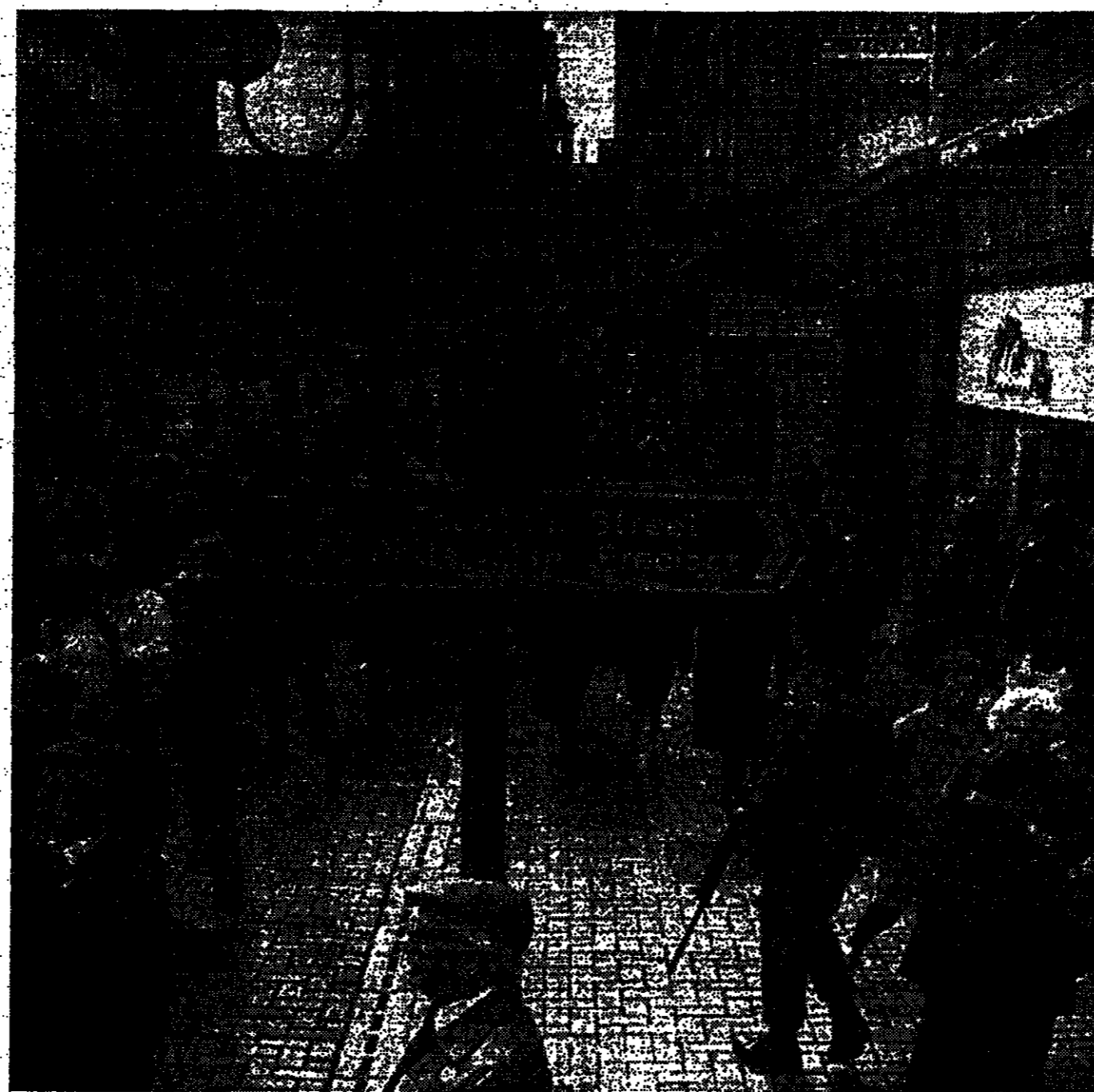
Economically, Northern Ireland is one of the most hard-hit areas in the country with a jobless rate of 16.9 per cent, nearly twice the national average. Yet many sectors of the economy are performing well. A host of firms have grown up to take on not just other UK companies, but the world. Many retail businesses have never done better trade.

Northern Ireland has one of the highest registration rates

for top of the range cars in the UK. There has been solid economic progress this year. The number of jobless has fallen by 10,000. Both Northern Ireland's Industrial Development Board (IDB) and LEU, the small business agency, have created a record number of new jobs.

Some sectors of the economy have performed strongly. Textiles and clothing, which employ 28,000 people, or more than a quarter of Northern Ireland's manufacturing workforce, have made significant advances. The linen industry, in which Northern Ireland once led the world, has been revived. Herdmans, the largest producer of linen yarn in the province, has started an IDB assisted £17m expansion which will create nearly 300 jobs near Strabane, an unemployment blackspot. The IDB says a record of more than 5,000 jobs were promoted in 1987/88; £300m was invested in IDB-supported projects.

But there is concern that Northern Ireland has not shared in the full fruits of the economic upturn evident in most parts of the mainland. Output in the province has been more or less static at a time when overall national output has been rising by more than 5 per cent per annum.



Belfast city centre: business as usual under the watchful eye of a British soldier

# Northern Ireland

Northern Ireland remains very dependent on the national economic health: any sign of a downturn in southeast

England could endanger recovery in the province. While present levels of government spending in Northern Ireland are likely to continue, with public expenditure equivalent to about 70 per cent of the province's GDP, and more than 40 per of all employees in the public sector, it has been made

clear that the province will no longer be set apart from the general line of economic policy.

The privatisation of Northern Ireland Electricity, Harland and Wolff shipyards and Short Brothers, the aerospace manufacturers, have all been announced in the last few months. All three enterprises play a vital role in the economy of Northern Ireland, with H&W and Shorts together

employing more than 10 per cent of the total manufacturing workforce. The skills and expertise of these companies have been built up over many years and are respected worldwide.

Privatisation has quickly led to talk of British "economic withdrawal" from Northern Ireland. Workers say they will fight the privatisation plans. For once, politicians of all parties in Northern Ireland seem

united. They say privatisation will lead to job losses and warn of serious social unrest. Once again, there is the perception that Northern Ireland is being isolated and ignored. Once again there are fears for the future.

The Government angrily dismisses allegations of either economic or political withdrawal from Northern Ireland. It says current levels of expenditure in the province will con-

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time. Funds must, however, be more sensibly allocated and ideas of state dependency which have grown up in the province must be rejected.

It also disputes the notion that privatisation will inevitably lead to job losses. "There is no future for Northern Ireland as an economic wasteland; no future for Northern Ireland through terrorism; and no future in a political vacuum. We need action on all three fronts," Mr Tom King, the Northern Ireland Secretary of State, said recently.

Mr King is generally respected for the enthusiasm and commitment he has shown in what is a difficult and by no means popular government post. But the feeling persists among people in the province that they have no say in decisions which vitally affect their lives. There are many complaints about what is seen as a non-responsive and all-powerful civil service. Whether it's the Anglo Irish agreement or privatisation, the people of Northern Ireland have no say," says Mr Ken Maginnis, Official Unionist MP for Fermanagh and South Tyrone.

Mr King has tried to find a way towards some form of devolved government. There have been talks about talks, complicated formulas to try to break the political log-jam. The mainly Roman Catholic Social, Democratic and Labour Party (SDLP) has had a series of discussions with Sinn Féin, the IRA's political wing. On the surface at least, little seems to have been achieved. Questions of security and terrorism have always come to the fore.

This has also been the case with the Anglo Irish agreement. Despite some serious differences between London and Dublin, the agreement survives and its workings are at present under review. The Unionists continue adamantly to oppose the agreement, seeing the involvement of Dublin in the internal affairs of Northern Ireland as a barrier to any political progress.

Conversely Mr John Hume, leader of the SDLP, sees the agreement as vital for a political breakthrough. He also feels that 1992 and the Single European Market will at least dilute some of the problems of Northern Ireland. The people of Northern Ireland remain unconvinced. A recent poll showed that even amongst the nationalist population there was deep scepticism about how the agreement would improve their lives or the political situ-

ation. It has not been a good year on the security front: a loyalist extremist let fly with bombs and bullets at a Republican funeral. Two soldiers were brutally hinged and killed in front of the world's TV cameras. It has been a particularly bad year for British army casualties. So far this year, the twentieth year of "The Troubles", three RUC officers, 22 regular army soldiers, 11 UDR and 46 civilians have been killed in Northern Ireland. Bad as the violence has been this year, it pales in comparison with the mid 1970s when killings and bombings were far more frequent and widespread throughout the community.

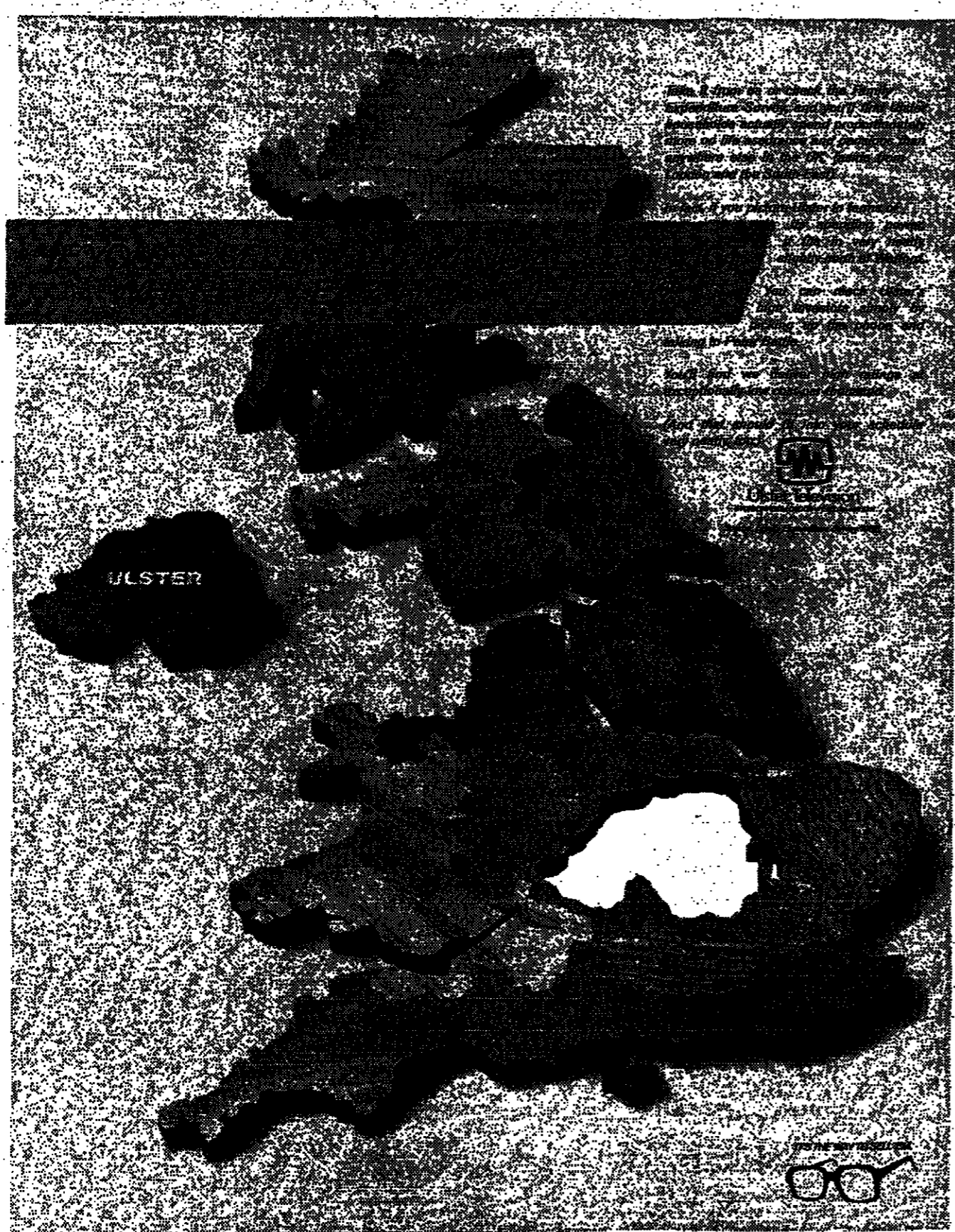
The IRA has suffered some serious setbacks, with many of its limited supply of top operatives killed. Sir John Hermon, RUC Chief Constable, has however warned that the IRA, with its new supplies of arms from Libya, is preparing what could be "a terrifying end to 1988".

Powerful as the images of guns and violence are, they belie much of the everyday realities of life in Northern Ireland. People in the province are often appalled by the outside world's ideas about life in Northern Ireland. People are not savages and random killers. Even in the toughest areas, the ghettos where people are isolated within their own community, surrounded by security checkpoints and cameras, life goes on. Reconciliation groups work quietly away to try to bring the communities together.

The province has a thriving cultural life. Playwrights like Brian Friel and Ian McEhinney, poets Seamus Heaney and Medbh McGuckian, artists like Diarmuid Delargy and Una Walker, are another aspect of life in Ulster.

The media is in part to blame for outside perceptions. After all, bombs and bullets make better headlines than the start up of a bath manufacturing company or new government proposals on integrated education which could lay the foundation for a more peaceful future.

But Northern Ireland is never going to be easy to understand. Dervia Murphy, an Irish travel writer, chose to begin her book on the province, A Place Apart, with an appropriate quotation: "I have yet to see any problem, however complicated, which when you looked at it the right way did not become still more complicated."



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NORTHERN IRELAND 2

Privatisation plans for industry meet opposition

Economic withdrawal denied

ON JULY 28 this year the House of Commons was treated to a rare sight: for once all the politicians from Northern Ireland were agreeing with one another. The subject at issue was privatisation and the Government's plans to transfer major industries in Northern Ireland to the private sector.

This year the Government announced plans to sell off the Harland and Wolff shipyards, the aerospace manufacturing company Short Brothers, and Northern Ireland Electricity.

Considerable passions have been aroused by the news. Northern Ireland's politicians have condemned the Government's plans. Even Sinn Féin, the IRA's political wing and a party committed to British withdrawal from Northern Ireland, has spoken against what is perceived by many politicians as economic withdrawal. Unions have formed special committees to fight privatisation.

The Government sees privatisation plans for Northern Ireland as a natural extension of its general economic philosophy. Mr Tom King, the Northern Ireland Secretary, told a recent meeting of the Institute of Directors in Belfast that talk of British economic withdrawal was rubbish and "so silly that I hardly bother mentioning it."

Mr Peter Viggers, the Northern Ireland Industry Minister, says an attitude of dependency cannot continue. "We cannot pur-



Mr Tom King



Mr Peter Viggers: 'no more feather-bedding'

sue a policy of feather-bedding," says Mr Viggers. "We are willing to carry on the present path."

At the same time, Mr Viggers says the Government cannot continue to put money into such concerns as Harland and Wolff when other shipyards in Sunderland, in areas facing similar unemployment, are having funds cut back. Harland and Wolff and Short Bros together employ about

11,000. The next biggest manufacturing employer in the province is the US Dupont company, which has 1,500 workers at its factory in Londonderry. Both Harlands and Shorts have been making losses for several years and have been heavily subsidised by central Government. The bottom line losses of Shorts in the four years up to March 1987 totalled £55m. That figure is expected to increase substantially when the latest company figures are released at the end of this month.

NIE, Harlands and Shorts have all welcomed privatisation plans though there is more than a little concern about Government tactics and criticism of the handling of the

whole issue. There has been conflict between Harlands and the Government over Mr Ravi Tikoo, the Indian entrepreneur who wants to build the world's most luxurious liner, the £265m "The Ultimate Dream", in Belfast. Mr Tikoo wants substantial Government subsidies. The Government wants to sell the shipyard and says other companies are interested. Critics say Government privatisation could mean the closure of the H&W yard, which earlier this century led the world in shipbuilding, employing 35,000. It now has under 4,000 workers.

The concern of local politicians and of the unions centres both on potential job losses if privatisation goes ahead and, in the case of Shorts and H&W, the loss of skills and expertise not built up over several years. Mr Ken Maginnis, MP for the Official Unionist Party, accuses the Government and particularly the Northern Ireland Office, of being out of touch and not fighting strongly enough for the interests of Northern Ireland. "We cannot lose the skills built up at Shorts and Harlands. They are respected world-wide. The Government just makes decisions over our heads, we are ruled by dictators," says Mr Maginnis. Mr Pat McCartan is head of a union body set up to fight privatisation. He says all three

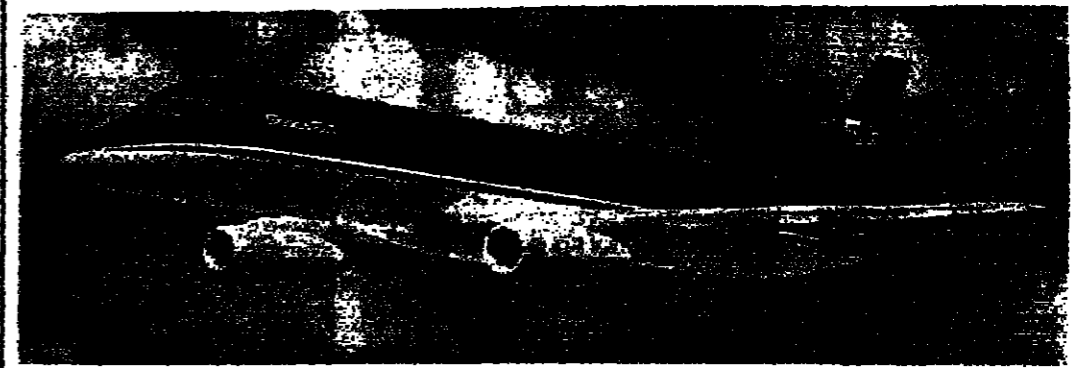
enterprises planned for privatisation have 100 per cent union membership. "Privatisation will only lead to asset stripping, loss of jobs and, ultimately, more instability in Northern Ireland," says Mr McCartan. "At H&W, in particular, there will be more subcontracting. The ability to build a complete vessel will be lost. In the end we'll end up cutting and bending steel, which any Third World country can do," says Mr McCartan.

Mr Peter Robinson is deputy leader of the Democratic Unionist Party, which represents many of the Protestant working class community in East Belfast, home of both H&W and Shorts. He says privatisation might make sense in the south-east of England but not in Northern Ireland. "The profits of these companies have been taken back to the mainland. There are clear signs that as part of its political withdrawal, the Government is also disinvesting in Northern Ireland. Even if the subsidies have to continue, it's better than putting people on the dole," says Mr Robinson.

Not only the Government, but others resident in Northern Ireland object to such ideas. Two local economists point out that funds of about £5bn annually will continue to be made available in the province. What is needed is a reallocation of resources into other areas of the economy and not an over-concentration on just two or three concerns. Another analyst says that a dependency psychology has grown up in Northern Ireland with people far too used to the idea of grants and subsidies. There is too much government in Northern Ireland, too many public bodies. "We need a psychologist here, not a Secretary of State. There will never be a right time to privatise but it has to be done. There is no advantage in delay," he said.

Kieran Cooke

SHORT BROTHERS



The FJX: a two-jet engined 40-seater aircraft for the 1990s.

Vital to the economy

SHORT BROTHERS, the Belfast based aerospace company, is the largest employer in Northern Ireland. It has a workforce of 7,800 - in relation to the population, the equivalent of an enterprise with 260,000 workers in England. With many others dependent on Shorts for subcontracted work, developments at the company play a vital role in the economy of Northern Ireland.

In July this year the Government announced plans to privatise Shorts. The announcement has been expected for some time in the context of the Government's overall privatisation strategy. What did cause consternation, not only among the workers but also among company management, was the manner and method the Government adopted in making its announcement.

Mr Peter Viggers, Northern Ireland's Industry Minister, told the House of Commons that the Government was ready to consider suitable proposals leading to the acquisition of Shorts. "The Government would prefer to transfer the company as a whole to the private sector. We would not, however, rule out the sale of the different parts of the business to separate interests."

Critics say that by announcing its willingness to sell off the various parts of Shorts, the Government was undermining the value and integrity of the company. Management and

Government seem to have since agreed that all the emphasis should be placed on selling Shorts as a single entity and not splitting it up. Mr Viggers says he has made it "abundantly clear" that this is the preferred course.

Mr Roy McNulty, Managing Director of Shorts since April this year, says the company has received several approaches for the sale of certain of its divisions but those offers have all been turned down.

The company is at present preparing a "Sale Memorandum" containing a fully validated and up-to-date set of information about the company to show to potential buyers. Shorts has a good reputation in the industry and order books in two of its four divisions are full well into the future. But the company has severe financial problems. These go back to the early 1980s when Shorts built the Belfast Freighter, one of the biggest cargo aircraft ever constructed. A production run of 30 was planned but only 10 were bought by the RAF.

Debts have mounted steadily ever since and more than 80 per cent of total losses are now accounted for by interest payments. Mr Viggers says the debt question will be central in the run-up to privatisation but will not say whether the Government would be willing to restructure the company financially.

Shorts has a proud history and claims to be the oldest established aircraft manufacturing concern in the world. During the Second World War the company employed 14,000 building the Bristol and Stirling bombers and the Sunderland flying boat. It is widely respected in the aviation world for its research and development skills.

It is a major sub-contractor for Boeing, Fokker and other aircraft manufacturers. Its Javelin and Starstreak missiles are bought by armed forces throughout the world. It has developed the Tucano trainer and the widely used Shorts 360 turbo prop aircraft.

Shorts is now working on the FJX, a twin-jet engined 40-seater aircraft for the 1990s. Mr McNulty sees the FJX as crucial to the future health of Shorts. "The FJX will be an asset to privatisation. It's the right time for the project and the aircraft has very definite potential," says Mr McNulty.

Shorts workers are concerned about the future. Many feel that sooner or later the company will be split up and jobs will inevitably be lost. Last month they announced an anti-privatisation campaign to stop "this prestigious company being torn apart by international speculation or ideological dogma". The campaign is called Knife: Keep Northern Ireland Flying Economically.

Kieran Cooke

commercial (kə'mɜ:ʃəl) *adj.* 1. of or connected with commerce or trade. 2. made or done primarily for profit.

property (prə'pɜ:tɪ) *n.*, *pl.* -ties [*cf.* L. proprius, one's own] that which is owned; estate whether in lands, goods, or money.

expertise (ek'spɜ:tɪz) *n.* [*Fr.*] the skill, knowledge, judgment, etc. of an expert.

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Fair employment procedures will be backed by law

Search for end to discrimination

NEXT YEAR it will become a criminal offence for many Northern Ireland companies to fail to monitor the religious composition of their workforces. All public sector employers, and those in the private sector with 25 or more employees - later to be 10 - will be required to monitor religious composition and to make annual returns to a new Fair Employment Commission. Failure to comply will be a criminal offence punishable by a fine of up to £2,000.

The Government wants to convince international opinion of its commitment to fair employment procedures in Northern Ireland where Roman Catholic males are two-and-a-half times more likely than Protestants to be unemployed. Ministers hope the legislation will counter a campaign by Pro-Republican groups to persuade US firms to disinvest because of alleged discrimination against Catholics.

The proposals to strengthen the law against religious discrimination, and promote genuine equality of job opportunity, were published in a White Paper earlier this year and the Government has indicated that a Bill will be introduced in Parliament at the earliest opportunity.

Monitoring of religious composition by companies will enable both employers and the new Commission to assess the actual outcome of current employment practices and serve as a starting point for possible change. A key feature of the proposed legislation is a Code of Practice which will guide employers on how their structures can be improved.

The new Commission will inherit the investigatory powers of the Fair Employment Agency and its educational, promotional and advisory roles. It will carry out investigations of employment patterns and be empowered to issue legally-enforceable directions.

Failure of firms to implement these directions will enable the Commission to apply to a new fair employ-

ment tribunal - established as a distinct body within industrial tribunal structures - for an Order of Compliance. Companies ignoring such Orders will render themselves liable to action in the High Court for contempt. Employers found in breach of their statutory obligations will be ineligible for Government contracts and a range of Government grants.

The new Tribunal will adjudicate on individual cases of alleged discrimination and the Commission will have the power to assist individuals financially to pursue their cases. Cases of religious discrimination will be handled in a similar way to cases of sex discrimination.

Where monitoring fails to show that the composition of a workforce is not broadly representative of the area from which it is drawn, the FEC will be able to direct employers to embark on affirmative action programmes. Such programmes will help under-represented groups to have access to jobs by broadening social and

peripheral catchment areas and removing obstacles preventing a wide range of applicants coming forward.

The proposed legislation also endorses the merit principle as being central to the Government's fair employment policy and any form of quotas or reverse discrimination will remain illegal. Nevertheless, Ulster's unionist community is not convinced by the assurances and have set up a separate body to monitor the new legislation. The Northern

Ireland Anti-Discrimination Association believes the Government's determination to reduce religious imbalances will lead to quotas.

The present Fair Employment Agency has broadly welcomed the general thrust of the legislation but says if real change is to be made the Government must keep equality of opportunity at the forefront of all its policy decisions, at all levels.

Jim Flanagan

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**NORTHERN IRELAND 3**

The development of the economy is lagging behind that of the mainland

# Economic gloom is not entirely unrelieved

**THE BUSTLE** of Belfast City Centre, the shiny new cars on the roads, the crowded unemployment offices of Strabane, Londonderry or Newry; the economy of Northern Ireland, like most other aspects of life in the province, throws out contrasting images.

First the good news. Unemployment is down; there are signs of a significant upturn in investment; business confidence is growing. Some industries, particularly textiles, agriculture and construction, have performed well over the last 12 months. A mini consumer boom continues.

There have been those who have considered the province's economy to be in a state of terminal decline. Yet that is plainly not the case," said Mr Peter Viggers, Northern Ireland's Minister for Industry recently.

The bad news is that Northern Ireland's unemployment rate - 16.9 per cent in August - continues to be the highest in the UK and is twice the national average. The Northern Ireland economy has lagged well behind development on the mainland and has yet to capitalise on the national economic upturn. Though there have been signs of recent growth, industrial output has remained generally

static over the past year despite an overall UK growth of about 6 per cent.

The Northern Ireland economy has a number of characteristics which influence performance. Northern Ireland has a population of only 1.5m and the manufacturing workforce over recent years has shrunk to 100,000. Exporting is essential to survival. But geographically Northern Ireland is cut off, while communications have improved considerably, the province's isolation does mean higher freight costs.

The seamen's strike earlier this year did as yet unquantifiable damage to the economy. A factory producing chickens for the mainland could not export its goods. The chickens grew too fat, the order was cancelled. A local entrepreneur watched his mushroom crop rot. Often the small stretch of water between the mainland and Northern Ireland seems to have an adverse psychological impact on business relationships.

Public expenditure per capita in Northern Ireland is about 40 per cent above the national average. More than 40 per cent of all employees are in the public sector. Public expenditure is equivalent to about 70 per cent of GDP, well above national figures but propor-

tionately on the decline in recent years. (An interesting factor is a dramatic revision, at present underway, of official GDP statistics for Northern Ireland. New statistics suggest that since 1983, the GDP of the province has been underestimated by more than 3 per cent per year - computer error has been blamed. With such a large dependence on public expenditure, government cutbacks have obviously had a negative impact on the Northern Ireland economy.)

One of the main thrusts of recent Government policy has been to cut back on the reliance of Northern Ireland's economy on external finance. It has instituted a "Pathfinder scheme" to identify and tackle some of the main constraints on economic development in the province. Fewer grants and more diversification have been emphasised. The growth of small businesses has been encouraged through bodies such as LEDU the small business agency which has promoted nearly 20,000 jobs in the past five years. There have been 18 local enterprise centres set up for small businesses.

Achievements in the employment sector have been impressive with numbers out of work dropping from 130,000 two years ago to 117,000 in August

1988. Bucking the national trend, employment in the manufacturing sector has actually grown slightly over the last 12 months. However, there is still a considerable gap between the unemployment decline and levels of new jobs. This is in part explained by emigration from the province estimated to be running at about 7,000 per annum (mostly graduates and skilled workers) and statistical quirks due to the impact of the many government-sponsored job training schemes in operation in the province.

Northern Ireland has a younger population than the rest of the UK and a workforce that is growing at more than five times the national average. While some view this as a problem, Northern Ireland ministers say that with shortages of young workers now increasingly common on the mainland, Northern Ireland, with its well-educated and skilled numbers of young people, will in future have distinct advantages.

The Industrial Development Bank, the highly energetic and resourceful Government body responsible for attracting investment in Northern Ireland, says that in 1987/88 it promoted 5,800 new jobs and a total of £300m was invested in projects, supported by the

Board. The IDB says that nearly half the new jobs resulted from expansion by companies with headquarters outside the province. Mr Tony Hopkins, the IDB's chief executive since August, says that cost competitiveness and reliability are Northern Ireland's biggest selling points.

"We don't lead with our financial incentives package. Rather we emphasise the work ethic of Ulster people, high educational standards, our performance, productivity and industrial heritage," says Mr Hopkins. Again, there are difficulties about perceptions of Northern Ireland. "We find more difficulty getting our message across in south-east England than in South Korea. As long as people have open minds and come here to see the situation for themselves we are all right," says Mr Hopkins.

The IDB has put a great deal of resources into the development of the textile industry in Northern Ireland in recent years. Textiles and clothing now employ more than a quarter of the total manufacturing workforce in the province. Over the last three years £36m of IDB money has been put into the sector. Output has climbed considerably. Old industries, particularly linen, have been revived. There are

now encouraging signs of the development of more downstream cost-added enterprises.

Agriculture, which employs about 10 per cent of the working population in Northern Ireland, has been going through one of its more buoyant phases, with good weather leading to higher crop yields and a rise in incomes. EC quota restrictions on milk and beef output are, however, likely to result in a bleaker period on the lands of Northern Ireland. The construction industry has been helped by the big growth in the retail trade.

Consumer expenditure has continued to be buoyant, with average weekly expenditure per household ahead of many areas in the rest of the UK, despite generally lower income levels.

House prices, while generally below many areas on the mainland, have risen substantially, particularly at the top end of the market. Registrations of many of the more luxurious cars are among the highest in the UK. There are certainly some areas of gloom in Northern Ireland's economy, but it is by no means a uniform picture.

Kieran Cooke

**FINANCIAL SERVICES**

# Proposals for overhaul

**NORTHERN IRELAND'S** financial services sector, which employs around 30,000 people, is assessing the implications of one of the most comprehensive reviews of the local industry ever undertaken.

A special banking task force, established under the Government's "Pathfinder" programme which is aimed at building a stronger economy, has produced radical proposals for future development. The recommendations, encompassed in a document entitled Banks and the Wider Economy and published jointly by the Department of Economic Development and the Northern Ireland Bankers' Association, will, if implemented, result in a complete overhaul of the local financial services sector.

Many of the action points complement the Government's overall strategy of reducing the Ulster economy's reliance on public funding and, in the long term, encouraging a strong, independent market for business advice and financial services delivered by private sector agencies.

It all adds up to an exciting period in the development of a sector not prone to rapid change.

Lunchtime opening, introduced in Belfast last year by the province's four main clearing banks, Northern Bank, Allied Irish Bank, Bank of Ireland and Ulster Bank, has proved successful and is being extended to provincial towns. A "change agreement" concluded recently between the NIBA and the staff union, the Irish Bank Officials Association, will allow for greater flexibility in the provision of customer services. The main effect will be to increase part-time staffing levels, a move resisted by the union for years. The threat posed by the ability of building societies to offer an ever-increasing range of accounts and services has made modification of traditional banking practices inevitable.

The trend towards separating corporate and retail banking functions is proving of immense value to the business community. The result has been an improvement in business customers' financial planning methods and a decline in the number of failures.

Mr Sam Torrens, chairman of the NIBA and chief executive of the province's biggest

Continued on Page 4

**NORBROOK**

# Animal drugs manufacturer

**NORBROOK Laboratories'** proud boast is that its products are used on goats in the Alps and elephants in Burma. The company, based at Newry near the border with the Irish Republic, now exports to more than 70 countries and last year had a turnover of £12m. This year sales have increased significantly and an £8m expansion programme is underway.

Norbroke manufactures a range of drugs for the world's animals. Founded 20 years ago, the company is proof that, despite the political upheavals and violence of recent times in Northern Ireland, good ideas and enthusiasm can win through.

Norbroke is now the biggest employer in an area which is one of Northern Ireland's jobless blackspots, with an unemployment rate of more than 27 per cent. The company employs a total of 260 people, and when the present expansion programme is complete another 225 jobs will be created.

Norbroke was founded in the late 1960s by Mr Eddie Haughey, an entrepreneur born over the border in the Irish Republic. New UK government regulations had been brought in tightening up on the manufacture and dispensing of veterinary antibiotics. Mr Haughey started manufacture and dispensing of veterinary drugs in line with the stringent new laws.

Norbroke, employing a small group of chemists and vets, also embarked on a research and development programme. The first breakthrough came in 1974 with the formulation of a painless injectable antibiotic, oxytetracycline.

Another step forward was the patenting of a long-acting antibiotic which enabled farmers to cut down on the number of times they had to inject their animals - a considerable time-saver, especially for those with big herds.

The bulk of Norbroke's work is now manufacturing for the big chemical companies, who then retail Norbroke-manufactured products under their own brand names.

Though it is estimated that the global market for veterinary drugs is £2.5bn, most of the chemical giants concentrate on the much bigger market for human drugs. Norbroke sells to 15 of the world's top 20 chemical companies.

Over the last five years it has also begun to market its own products: the company has a 15-strong sales force based in London and has increased global sales of its own products substantially, particularly in the last two

years. Response in East Africa has been good with sales of more than £1m in Kenya.

Mr Michael Townsley is Norbroke's commercial director. "We want to be a very large company and have big ambitions. We are also a very young company - the average age of our employees is not much more than 30."

Mr Townsley admits that some customers are unsure about doing business with a Northern Ireland company. "Image is a problem. We have to try more than others. But once people come here, see what it's really like and see the quality of our workforce, the problems disappear. We regard ourselves as diplomats for Northern Ireland," says Mr Townsley. Norbroke says it has never had any strikes and if there is any antagonism between workers from the different communities, it is not allowed to intrude onto the factory floor.

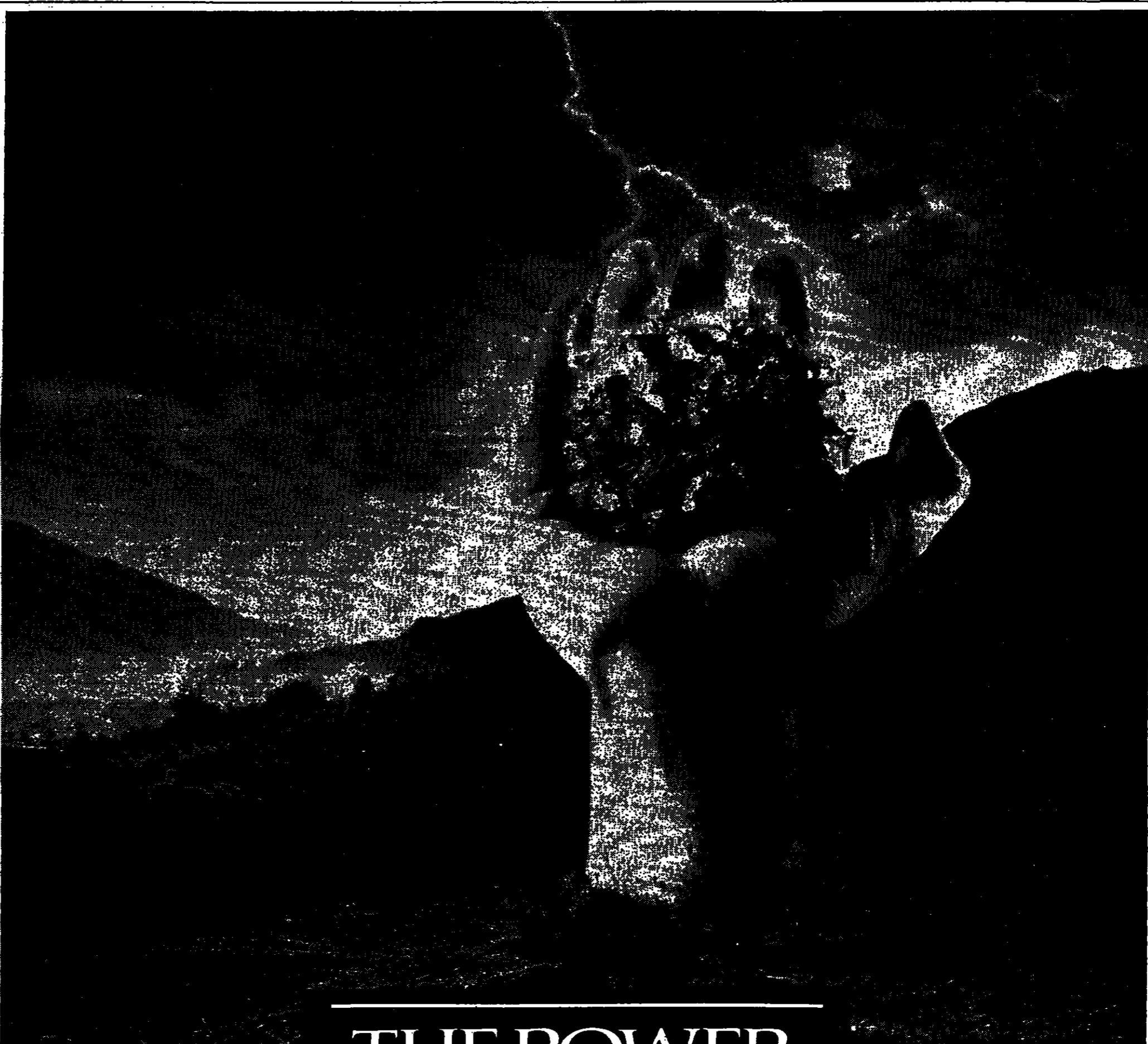
The company recently achieved a big breakthrough in the US market, which accounts for about 35 per cent of global veterinary sales. After exhaustive inspections the US Food and Drug Administration granted Norbroke a licence to sell its penicillin products in the US - the only foreign veterinary company to obtain such permission. A recent US order of \$2.5m was the company's biggest contract to date.

Norbroke feels it has the edge over the other companies mainly because of its extensive research and development programme and its data processing facilities. Regulations on animal drugs are becoming increasingly tight and all drugs have to be accompanied by an ever more complex list of data on exactly how they should be used and what effect they have on a particular animal.

The company has invested considerable funds in sophisticated technology. The Industrial Development Bank and Local Enterprise Development Unit (LEDU) have helped Norbroke at various times. But despite sales success, funding is often hard to come by. Banks within Northern Ireland often lack the necessary expertise to deal with global transactions.

Banks outside Northern Ireland are still often prejudiced against doing business with companies in what they perceive to be riot-torn Northern Ireland. Again, perception and reality are far apart.

Kieran Cooke



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# THE NEW FACE OF BRITISH COAL



Norbroke Laboratories: enthusiasm wins through

NORTHERN IRELAND 4

The future for Northern Ireland Electricity

Energy devoted to debate

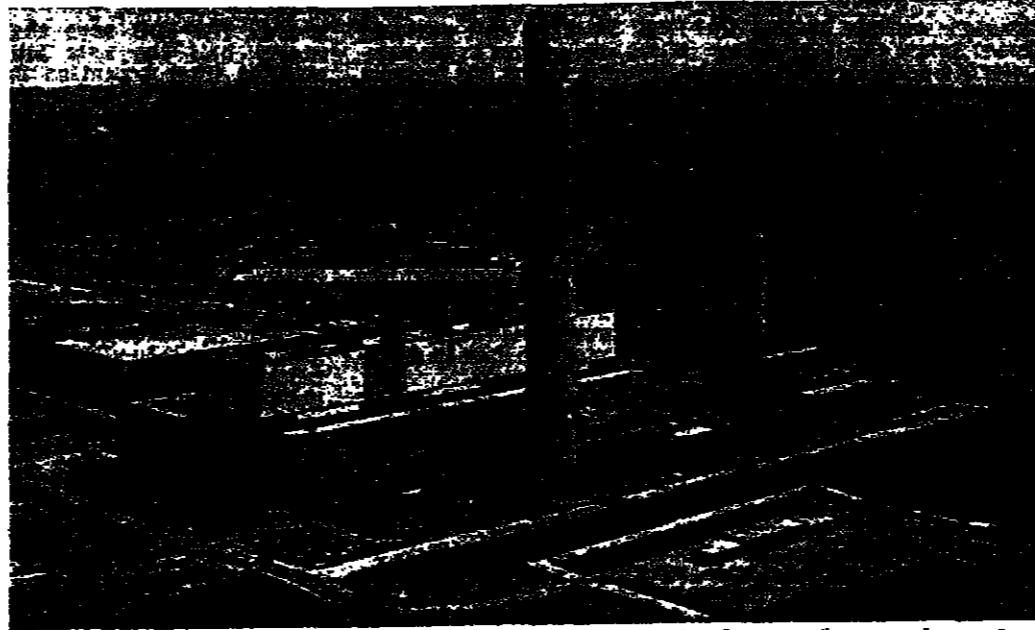
DR ROELOF Schierbeek, chairman of Northern Ireland Electricity, has clear views about future ownership of the public utility should it be transferred to the private sector.

"I'm certainly in favour of a flotation producing a wide share ownership, with hopefully many shareholders in Northern Ireland," says Dr Schierbeek.

However, the chairman's bold statement needs to be assessed in the context of a privatisation debate which has only just begun. Plans to privatise NIE, along with aerospace manufacturers Short Bros and the Harland and Wolff shipyard, were announced recently by the Government.

"At present both the government and our own advisers are assessing the financial implications of privatisation," says Dr Schierbeek. "We are content to discuss the concept with Government and examine all possibilities. The most important factor to be considered is the effect on the Northern Ireland economy. If we can find ways and means to privatise NIE without adversely affecting the economy, we will be happy to do so."

Dr Schierbeek is strongly in favour of NIE being retained as a self-contained entity. "One can see a third party buying the whole of NIE but I do not think that would be in the interests of consumers. I believe a flotation with many local shareholders including



Kilroot Power Station is to be developed to meet the province's immediate requirements

NIE employees either individually or as a consortium would be beneficial. It is vitally important that NIE remains a single unit and is not sold off piecemeal.

"After all, it is only 15 years ago that the various undertakings in NIE were amalgamated and it produced increased efficiency and productivity. It would be very difficult to convince me that breaking it up again would also produce an improved performance."

Plus points favouring a single organisation include the

availability of NIE's pool of experience which can deal with all aspects of electricity transmission and generation.

Dr Schierbeek believes that the role of the regulatory body will be of vital importance if privatisation comes about. "In Great Britain the Government seems to be favouring a regulator based on electricity charges rather than on profit. How it is developed here remains to be seen. It is also crucial that any new organisation starts with a sound financial structure which is in the best interests of

employees and consumers."

Just when privatisation will occur will depend on whether NIE is treated as a separate entity or part of the overall UK privatisation plan, but the process could be completed within three years. Because of the impending retirement of two of Ulster's older power stations and an annual growth rate in electricity demand of about three per cent a year, the province needs new generating capacity by the mid-1990s.

On July 15 1988 Mr Peter Viggers, Northern Ireland

Industry Minister, made two announcements which had a profound effect on Northern Ireland's energy debate. The Government ended months of speculation when it announced the privatisation plan and disclosed that Kilroot Power Station near Carrickfergus in Co. Antrim would be developed to meet the province's immediate energy requirements.

The decision put into abeyance plans to build the UK's first lignite-fired power station in Northern Ireland. Lignite or "brown coal" has been found in vast quantities at Ballymore and Crumlin in Co. Antrim, providing a region which, in the past, has relied on costly imports with a valuable indigenous source of fuel.

NIE's long-term objective is to move to a fuel diversification strategy of one-third oil, one-third coal and one-third lignite.

Three years ago when coal and oil prices were high it seemed as if lignite offered the most economical way of providing new generating capacity. Both NIE and Antrim Power, a private consortium the shareholders of which included Lamont, Goldings, GEC, Hanson, Trust and Bechtel, made detailed submissions to build and run a 450MW lignite-fired power station at Crumlin.

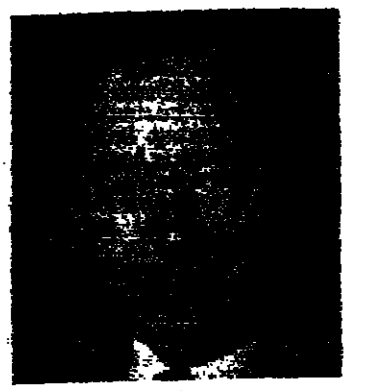
However, in view of recent falling oil and coal prices, NIE made no secret of its preference for developing Kilroot in the short term, leaving lignite exploitation until the 1990s.

Kilroot, Ulster's most modern power station, was completed in 1982 and was designed as a 1,200MW plant consisting of four 300MW oil-fired units. Spiralling oil prices in the 1970s meant that only two units were installed and they are being converted to use either coal or oil when they come on stream early next year.

In reaching the decision over future energy capacity, the Government was clearly influenced by the large capital investment already made at Kilroot. At £150m, the cost of installing the other two generating sets is less than half the capital cost of a new lignite station. Kilroot plants will provide a capacity of 300MW if coal-fired and 450MW if oil-fired, giving the province the extra capacity it needs in view of the impending retirement of two power stations in Belfast and Londonderry.

Antrim Power was not impressed when Mr Viggers said it had put together "by far the most interesting and attractive private proposal". The company spoke of "bewildered" at the Government's announcement and claimed it had reached a decision outside the terms of the original competition.

Antrim Power had put together a financial package solely from private sector sources with the participation of British, Irish, Japanese, Continental and American banks.



Dr Schierbeek

They projected an input of private capital into Northern Ireland of about £700m, resulting in hundreds of permanent jobs and providing 2,900 jobs in construction.

R was clearly an attractive proposition for a privatising government but the economic arguments in favour of Kilroot proved decisive.

In sharp contrast to Antrim Power, Meekatharra Minerals, the Australian company with the prospecting rights to the Ballymore field, welcomed the Government's energy strategy. Meekatharra believes that lignite, feeding a new power station adjacent to a Ballymore mine, will provide the cheapest electricity in the UK and permanently remove the need for the subsidisation of the province's electricity prices.

The way is now clear for a detailed study of the respective merits of the lignite fields to ensure that the correct approach is taken in exploiting the fuel. However, before that particular issue is settled, the spotlight will clearly be on the privatising of a company which turned in a record operating surplus of £11.6m for the year ending in March.

Jim Flanagan

INWARD INVESTMENT

Interest from East Asia

MENTION SEOUL and millions of minds immediately turn to the splendour of last month's Olympic Games. But the South Korean capital also symbolises something entirely different for officials of Northern Ireland's main jobs promotion agency, the Industrial Development Board. Recognising East Asia's potential as a source for new investment, the IDB opened a new office in Seoul last year.

The move was part of a co-ordinated strategy to encourage new inward investment which is so vital to the economic well-being of a small regional economy. According to the IDB, established and new overseas companies invested £158m in Northern Ireland last year and accounted for 2,513 of new jobs promoted. Such statistics go against a general impression that international concerns are reluctant to invest.

Given years of adverse media coverage the task of attracting new overseas investment to Ulster has never been easy. The concentration on violence tends to overshadow the province's attractiveness as a business location. Periods of political instability and prolonged civil unrest undoubtedly undermine efforts to persuade foreign investors that the province has a lot to offer - not least of which is a highly attractive package of selective financial assistance.

Last year 12 new projects which will bring 867 jobs were finalised compared with the 415 and 224 jobs generated by ten inward investment projects in 1986/1987 and 1985/1986 respectively.

The decisions by two leading software companies, McDonnell Douglas Information Systems and Capita (UK) to set up operations in the Belfast area were significant. Among new IDB projects was an agreement with Neotech Industries of Irving, Texas, to make digital pressure gauges at the Antrim Technology Park, an investment which will create 200 jobs.

The AVX Corporation, an American-owned company which is a world leader in multi-layer ceramic and hybrid surface mount capacitors, is a good example of a foreign company experiencing success. The company first invested in Northern Ireland in 1979 and since then has secured high rates of productivity and sales. Its Northern Ireland operation holds the company's productivity record and sales have increased from \$4m to \$40m in eight years.

The IDB's overseas promotion officers are the "front line salesmen" in the quest for internationally mobile investment projects. Specialists in charge of sector marketing campaigns in food processing, electronics, technology and medical equipment provide targeted support in identifying investment opportunities.

The search for new investment projects is concentrated on the key areas of North America, Great Britain, Continental Europe and East Asia.

Considerable IDB resources have been devoted to the Far East campaign. As well as the Seoul initiative, an enlarged team in Japan has moved into a new office in Tokyo and organised a series of seminars for specially selected companies. An increased number of Japanese business visitors came to the province and were able to see the province's second Japanese investment, Canon Europe, in operation.

The IDB's Hong Kong representative has been involved in forging close links with state business corporations in China and earlier this year Mr Peter Viggers, Northern Ireland Industry Minister, led the second IDB trade mission to China. Significantly, the first inward investment study mission from China took place when Miss Xu Yan, an official of the China Council for the Promotion of International Trade, spent two months in the province studying the province's economic infrastructure. The IDB is hopeful that its campaign in East Asia will be reflected in further investment projects in the coming months.

In Great Britain the Northern Ireland Business Centre received visits from more than 500 business contacts, and presentations on the province were made to more than 40 influential groups in Europe. A new office was opened in the World Trade Centre in Amsterdam which is being used as a base for the IDB's promotional work in the Benelux countries and France, investigations are continuing into Scandinavian investment opportunities, and

in West Germany the IDB's presence in Düsseldorf has been doubled. The United States continues to represent a target area and the IDB has strengthened its network of offices in New York, San Francisco, Chicago, Boston and Los Angeles.

As well as focusing on the province's excellent track record in industrial relations and well-educated workforce, the IDB can also offer an impressive package of selective financial assistance. Capital grants of up to 50 per cent, depending on location, stocks of land and industrial premises, per capita employment grants, rent and interest relief grants, and management incentive grants for companies experiencing exceptional management recruitment problems, are just a sample of the incentives available.

Dozens of Northern Ireland's leading exporters have also been making strenuous efforts to tap new markets. This year the IDB is undertaking its most ambitious ever trade mission programme, taking Northern Ireland companies into the heart of some of the most challenging and dynamic market places in the world. The list makes impressive reading: Saudi Arabia, South Korea, China, Hong Kong, Japan, United States, Canada, Italy, Portugal, Denmark and Norway. It is indicative of the determination of local companies to use government help to exploit international marketing opportunities.

Jim Flanagan

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Proposals for overhaul. Continued from Page 3. bank, the Northern, believes the industry is well-placed to meeting the challenges of the future. Mr Torrens says the segmentation of banking services is proving to be a major success, with corporate customers now having speedy access to professional financial management advice. "Special managers who deal personally with a selected portfolio of business customers are becoming commonplace. They provide expertise and a lot of what is done on the customer's premises. It leaves the individual branch manager free to deal with the day-to-day running of accounts and this has improved efficiency." Specialist corporate banking centres are also providing a focal point for Government agencies engaged in producing financial packages for prospective companies. But the main talking point in the industry this year has been the work of the banking task force. In the search for progressive ideas and constructive proposals, the task force has acknowledged a number of important shortcomings in the industry. While the emphasis was on the banks, its recommendations have implications for the wider financial services sector in Northern Ireland. The failure of banks adequately to promote and market the wide range of services available to business customers was identified as a major problem. "There is a need for positive action to improve this situa-

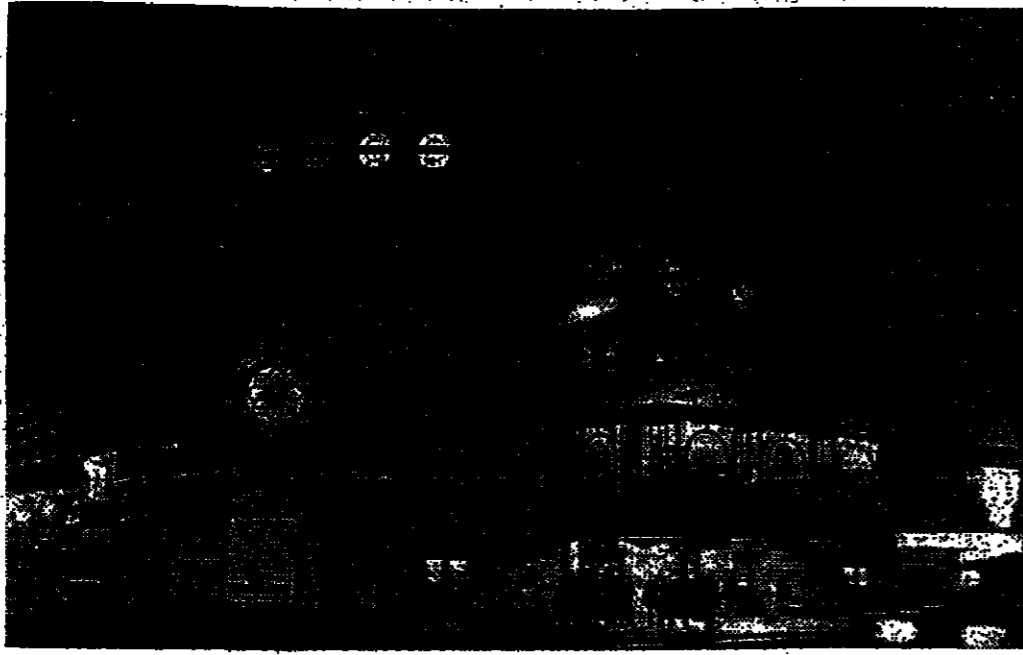
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Belfast confounds the first-time visitor

# A monument to resilience



The Belfast Grand Opera House has been restored to its former Edwardian splendour

"IF YOU want to make money in Belfast, be a glazier," the local joke goes. Over the last month there has been a series of bomb blasts in Belfast city centre, including one which shattered several stained glass windows in Belfast's Victorian City Hall. Within minutes of the explosion, life was back to normal.

Belfast confounds the first-time visitor. It is a monument to the resilience, stubbornness and drolle humour of its people. Despite the bombs and the bullets and, perhaps most devastating of all, the ever-present spectre of unemployment, the centre of Belfast bustles. Its Marks and Spencers is one of the chain's most busy stores in Britain. Nearly 200 restaurants have been opened in the city in the past five years. There is a thriving artistic life with plays and concerts regularly attracting capacity audiences. The Belfast Grand Opera House has been restored to its former Edwardian splendour.

Outside the city centre, life is rather different. In some pockets of the city like New Lodge in North Belfast, there is more than 70 per cent unemployment. Fences and security posts surround neglected streets. Five minutes drive and it is like two different cities.

One in three of Northern Ireland's population live in Bel-

fast. This month, Belfast celebrates the centenary of the granting of the Royal Charter by Queen Victoria bestowing on it the status of a city. Mr Nigel Dodds, at 30 the youngest Lord Mayor not only in Britain but possibly in the Commonwealth, sees the centenary as an ideal platform to promote the city.

"It's a time to demonstrate that life goes on in this city; that despite the bombs people have won the city back and they are now looking to the future," says Mayor Dodds.

Throughout October a number of city-wide events have been planned, including the premier of a specially-commissioned play based on the city's development, an international cycling grand prix round the city centre, and a series of lectures on various aspects of Belfast history.

Politics is never far away in Northern Ireland. Sinn Fein, the political wing of the IRA, holds nine seats on the Belfast City Council. It describes the centenary celebrations as discriminatory and accuses the majority Unionists on the Council of ignoring nationalist areas of the city, a point bitterly contested by Mayor Dodds.

"Sinn Fein try to politicise everything. Its very presence on the City Council poisons

local government," says Mr Dodds, a member of Mr Ian Paisley's Democratic Unionist Party. Sinn Fein, which earlier this year held its own festival in West Belfast, is boycotting the centenary celebrations.

For their part, the City Council's Unionists have waged, along with the rest of the Unionist community, a strident campaign against the 1985 Anglo Irish agreement. "Belfast says No" proclaims a banner on the City Hall. Because of the agreement, Council officials have no direct contact with Government ministers.

William Macleod Mackenzie Mackenzie Thackray, writing during a tour of Ireland in the 1840s, found Belfast "a place that seems devoted to preaching, politics and trade". Louis Macneice, Belfast born and one of Britain's great 20th century poets, described the city as "devout and profane and hard".

Belfast has a lot to be proud of in its history. A century ago it was the premier city in Ireland, the centre of what was the world's largest linen industry, involved in a whole range of enterprises from ropemaking to distilling to the manufacture of tobacco.

Its shipyards, centred on the giant Harland and Wolff yard, led the world in ship construction. Liners like the Oceanic

and the ill-fated Titanic were Belfast built. The benches in the City Hall council chamber were carved by the same craftsmen who worked on the lavish interior of the Titanic.

"That's why I climb up to the top of the City Hall each morning to check there are no ladders coming," says Mr Dermot Magarry, Sergeant at Mace and the Lord Mayor's attendant.

While there has been a serious erosion of Belfast's industrial base, 28,000 of the city's workforce are still employed in manufacturing. In recent years, serious efforts have been made to tackle some of Belfast's most serious problems.

In many parts of the city there have been radical improvements. In some of the most troubled streets of West Belfast, houses have new roofs and neat-looking fronts. A 1979 survey found 95 per cent of Belfast housing in need of major improvement and 15 per cent unfit for habitation.

According to the Department of the Environment, the body responsible for housing in the province, just under half of the £2.5bn spent on housing in Northern Ireland since 1981 has been allocated to Belfast. There have been 30,000 houses redeveloped: hundreds of new homes have been built and the number of houses considered unfit for habitation has been halved.

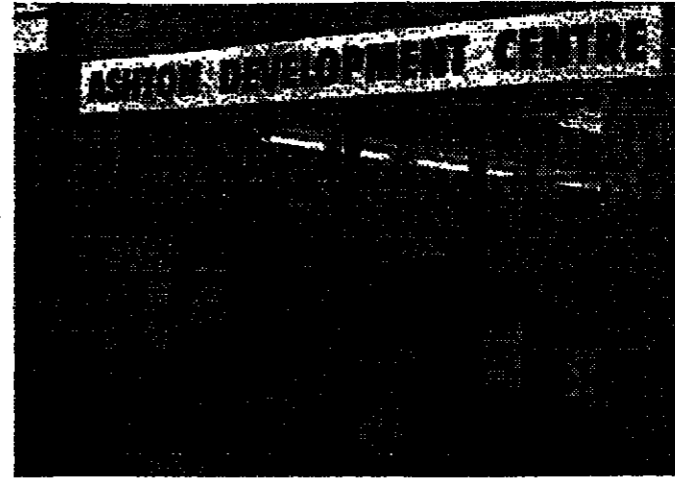
A Belfast enterprise zone, set up in 1981 along with 10 other such zones in the UK, has attracted more than 200 companies and well over 2,000 jobs. A £240m scheme to improve and develop derelict areas along a 1.5 mile stretch on the banks of the Lagan river, which flows through the city, is underway. Plans are ambitious: they include a "harbour village", a marina and waterfront housing.

Communications with Belfast have improved a great deal over the years. Belfast Airport has just started a £20m development programme and both domestic and international passenger traffic is at an all-time high. No one, especially its inhabitants, denies that Belfast has its problems. But with its hills and sea, it remains one of the UK's more pleasant cities, fiercely proud of its past and ever hopeful of a more peaceful future.

Kieran Cooke

NEW LODGE SCHEME

# Co-operative plans



The Ashton Centre project: bringing confidence

PEOPLE IN Northern Ireland are not battling each other all the time. Far from it: for the most part, Northern Ireland is a peaceful community. Often in those areas where there is conflict or deprivation, a variety of groups is trying to improve the situation.

A recent report described the New Lodge, a mainly Roman Catholic working class community in North Belfast, as an area of chronic multiple deprivation and impoverishment. New Lodge has a population of 5,700. Unemployment is more than 70 per cent and in the 16 to 25 age group, nearly 90 per cent.

The area has seen a great deal of civil unrest over the last 20 years and lacks many basic amenities. The security forces make regular raids. There is often rioting and there have been several sectarian attacks.

Now a scheme is underway which it is hoped will be a first step towards improving the lives of New Lodge residents. Plans are to build a multi-purpose co-operative business centre on a derelict site in the middle of the area. While a substantial portion of the money for the project is likely to be provided by government, initial funding is being raised from New Lodge residents through a share ownership scheme.

Mr Seamus McAloran is a local community worker who has been fighting for more amenities for the New Lodge area for many years. "The centre will not solve all the problems, far from it. But it will be

involved in getting people to believe that they can do things and improve things themselves; that despite everything they can succeed."

The cost of the centre, which will eventually comprise a supermarket, retail units, an enterprise centre and industrial premises for small local projects, is estimated at £550,000. The share ownership scheme, launched last month, is designed to demonstrate to government, other outside agencies and the people of New Lodge themselves, community

involvement and commitment to the project.

Every Friday night, official-nominated collectors tour the New Lodge area. Each household is asked to contribute £1 to buy a share. The collections will go on for 35 weeks. To be full voting members of the Ashton Centre Co-operative, a minimum of 35 shares must be held.

Mr McAloran says the response so far has been far better than anticipated. "On the first night's collection, covering only part of the area, we

raised £1,000. That's a big achievement in an area where there is so much unemployment. People here are now talking about shares for the first time in their lives."

The target is to raise at least 10 per cent of the total cost of the project from local sources and from other agencies. The Roman Catholic Church has contributed £10,000 and approaches have been made to organisations such as The Ireland Fund.

The Belfast Action Teams, set up last year by the Department of the Environment to look at the problems of specific areas, have helped at various stages of the Ashton Centre project. Support and assistance has also come from other community projects: the Galloway Co-op in Londonderry, which organised a similar share scheme in the early 1980s and is now a thriving enterprise, helped in planning and advising the Ashton Centre.

It is hoped that work on the Centre will start by the end of the year. No one claims the Centre will be a panacea for all the problems of New Lodge. But it will bring confidence and positive development to one of Belfast's most troubled areas.

Kieran Cooke

Agriculture is the province's largest industry

# A more prosperous year

ULSTER FARMERS never count their chickens before they hatch, so if there is an air of optimism about recent improvements in the province's largest industry it is only felt as a mild breeze on the land. And if pundits point to a rise in farm incomes of over 80 per cent in the past year, others, much closer to agriculture, quickly put things into perspective.

According to the Department of Agriculture total farm incomes in Northern Ireland rose from £62.2m in 1986 to £113.8m last year, a rise of 83 per cent.

Farmers leaders, however, stress that four years ago farm incomes were worth £180m and they emphasise also that in

two successive years producers suffered significantly from a fall in returns.

"Partly because prices received by farmers for their produce increased by more than the unit costs of inputs, this represents rather more than just a return to normal from the weather-affected previous year," a senior official in the Department of Agriculture states. In real terms, farming income in the province was at its second highest level since 1978.

Lord Lyell, the minister responsible for agricultural matters in Northern Ireland, has now been long enough in the province - over four years - to be just as cautious about things as the farmers he meets

on his travels.

"It is too early yet to say whether or not the significant recovery in farming income last year has been sustained in 1988," he says. "However, barring serious weather problems in the remainder of the year, I would be surprised if there is any marked reduction. Some sectors are obviously doing better than others. Returns to dairy farmers remain firm and throughout the year cattle prices have been significantly above 1987 levels."

Despite somewhat lower market prices, profitability in the sheep sector remains good. Returns from pigmeat and egg production have been poor, however, and the industry faces higher feed prices as a

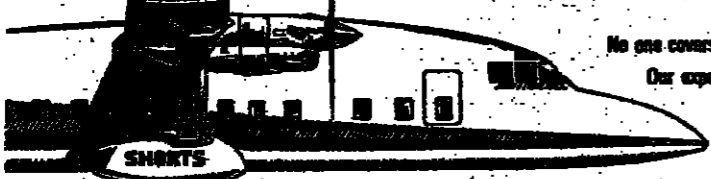
result of the drought in the United States," says Lord Lyell.

On a more positive note, the minister points to the reopening of the agricultural development programme for the "less favoured areas" of the province and the fact that the strengthening of sterling has reduced MCA's - Monetary Compensatory Amounts - to low levels.

"The future will not be easy but in Northern Ireland we have an industry which is adapting well to the changes in EC policy and which is much more efficient than it was 10 years ago. The longer I am here the more I am convinced that the industry can face 1992

Continued on Page 6

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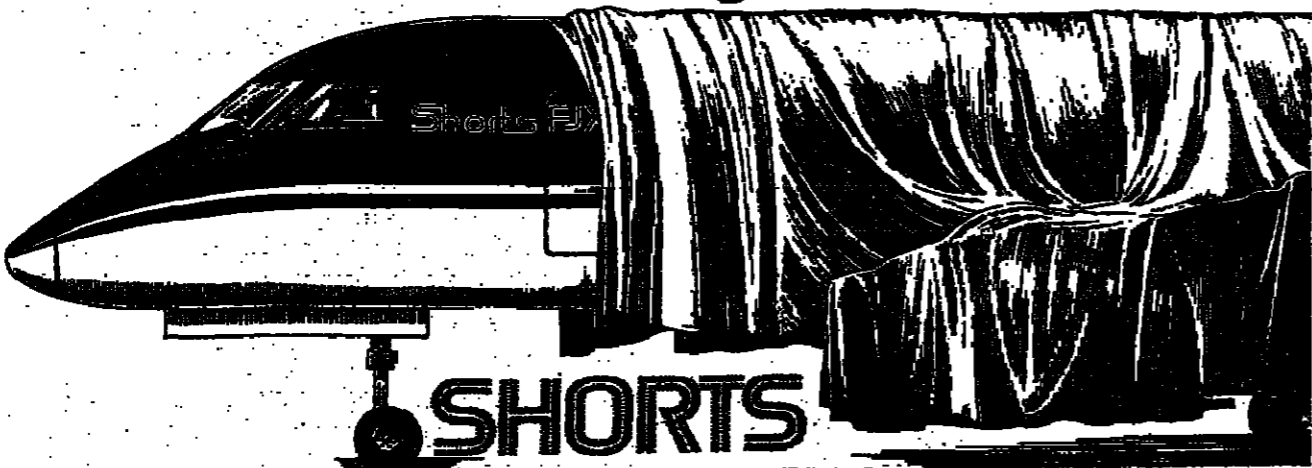
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# Gallagher - a part of Northern Ireland

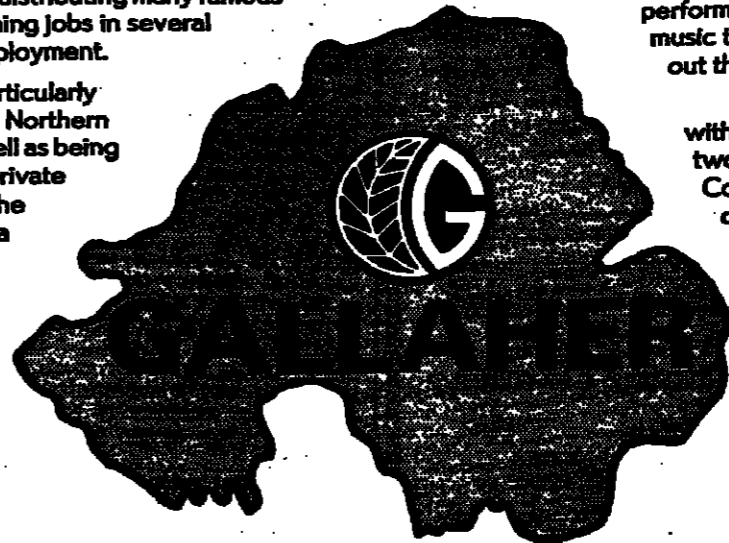
Founded as a one-man pipe tobacco business in Northern Ireland in 1857, Gallagher is today a major international group based in the UK and spanning tobacco, optics, retail and wholesale distribution, office products and housewares.

Gallagher Tobacco is the leading tobacco company in the UK, distributing many famous brands and maintaining jobs in several areas of high unemployment.

Gallagher is particularly proud of its roots in Northern Ireland where, as well as being one of the largest private sector employers, the Company supports a wide range of community interests.

Through the Gallagher Business Challenge Awards Scheme set up by the Company in 1986, Gallagher aims to highlight Northern Ireland's most enterprising small businesses. Also, as one of the major funding bodies since 1981 of the highly acclaimed Ulster Orchestra, Gallagher is helping to bring live performances of orchestral music to audiences throughout the Province.

Gallagher's relationship with Northern Ireland spans two centuries and the Company is firmly committed to continue being a part of Northern Ireland in the future.



## NORTHERN IRELAND 6

The tourist industry struggles to promote the province

## Blessed with outstanding beauty

THE JOB of promoting Northern Ireland as an attractive tourist region and an ideal holiday location does not become any easier. Few sectors suffer as adversely as tourism from the stigma of civil unrest and it remains to be seen how much permanent damage has been inflicted on the industry by the recent province-wide upsurge in violence.

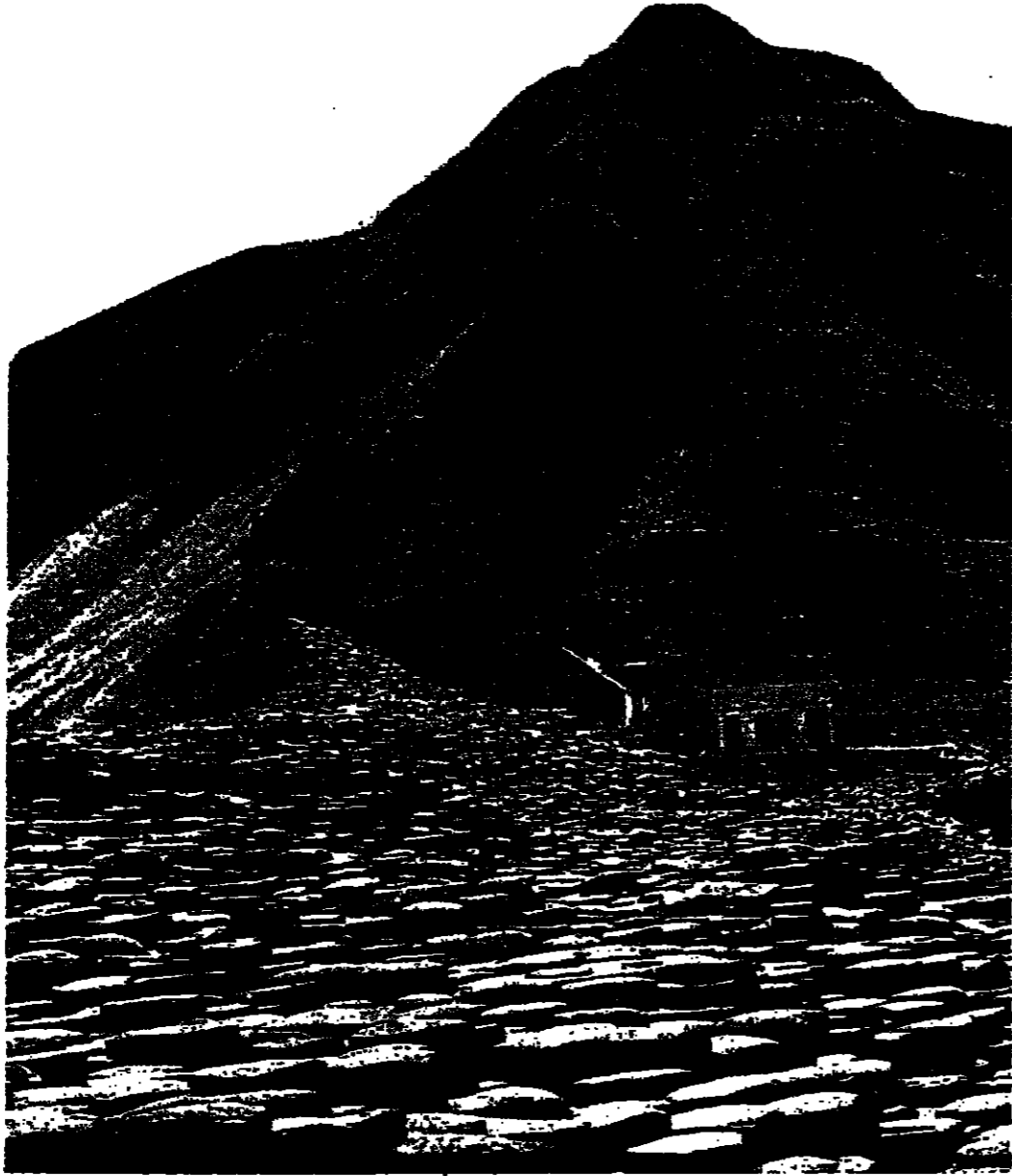
What is clear is that outbursts such as the murder of six British soldiers at a charity run in Lisburn do serious damage to the efforts of those engaged in promoting Northern Ireland's tourist qualities. Already growth estimates for the industry this year have had to be reviewed. Ulster's tourism chiefs are expecting nil growth for 1988, a fall of five per cent in numbers and a 2 to 3 per cent decline in revenue.

Pictures of carnage and destruction beamed to international audiences provide powerful, yet misleading, images of a region blessed with some of the world's most outstanding areas of natural beauty. The sad reality is that the breathtaking scenery of the Antrim coast or the province's top class recreational and leisure facilities never make headline news.

Exasperated Ulster holiday-makers abroad know only too well how easily the distorted views can travel. "A French family we got to know were totally amazed to learn that Ulster has a big tourist industry. They had only heard of the bombs and bullets," said one Belfast woman recently returned from Spain. Unfortunately it is a common misconception and there are limits to what can be done to redress the balance.

A bomb attack in the centre of Belfast two months ago caused damage estimated at around £4m - more than the Government sponsored Northern Ireland Tourist Board's annual budget for promoting tourism.

Ironically, Ulster tourism reached a pinnacle in 1987 with the number of visitors reach-



Numbers have been boosted by an intensive 'Giant's Causeway' poster campaign

ing its highest level in 17 years. The number of visitors rose by 116,000 to almost 940,000, or a 14 per cent rise, bringing £92m in revenue into Northern Ireland. A concerted campaign to attract Republic of Ireland residents started to

pay off with a 33 per cent increase, giving a total of 347,000 visitors.

The North American slump of 1986 was overturned with a 19 per cent rise in visitors giving a total of 56,000 and the Great Britain market continued to strengthen with a 9 per cent increase giving a total of 481,000 visitors. One disappointment in an otherwise encouraging scenario was a 6 per cent drop in the European market and the tourist board is determined to redouble its efforts to compete with the lure of long-haul exotic destinations.

The figures confirm the Government's belief in the potential for growth in a sector of the economy which employs around 9,000 people. The industry was, until recently, on course to meet its promotional objectives and Government

guidelines for 1990 of achieving 170,000 pure holiday visitors, total earnings from tourism of £96m, and 300 new jobs in the sector, are well within reach.

The Republic of Ireland is playing a crucial role in the board's promotional activities since 80 per cent of pure holiday visitors come to Northern Ireland either from or via the Republic. Research has shown that numbers were boosted by an intensive 'Giant's Causeway' poster campaign and the strategy has been stepped up this year.

Research has also shown that the most profitable areas in which to promote Northern Ireland are Scotland and northern England. In Scotland general holidays are being promoted, while in England specialist holidays such as angling and golf are being emphasised.

As far as Continental Europe is concerned, the emphasis is on persuading holidaymakers to see the whole of Ireland, and the advantages of travelling via Scotland and Larne are being highlighted in a special campaign. The board is also focusing on cruising and fishing holidays.

In North America, too, the emphasis is on partaking of the whole Irish experience with the accent on the uniqueness of the Giant's Causeway and the province's world class golf courses. In Australia, heritage links are being marketed and the province marketed as a necessary part of a British or Irish experience with the excellent transport links between Britain and Northern Ireland highlighted.

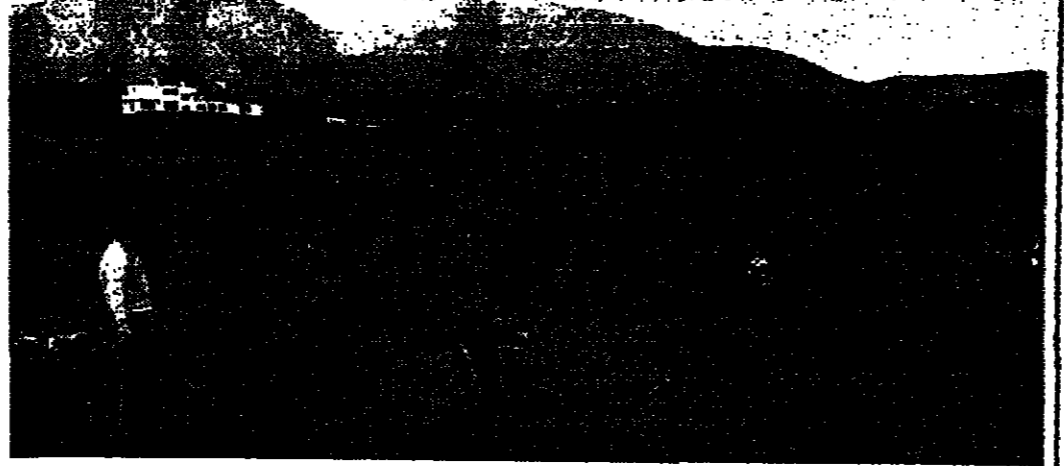
The board also recognises the importance of the home holiday campaign in Northern Ireland as more and more people opt for short breaks to supplement their main summer vacations. A wide range of projects have blossomed recently with financial help from the European Community.

Dr Dennis Kennedy, head of the European Commission office in Belfast, has no doubt of the importance of tourism to the local economy. "Across the province visitor centres, heritage centres, facilities for campers and caravanners and picnic sights have multiplied. All-weather facilities have been built, in modest acknowledgement of the fact that the sun does not always shine. The European Commission is happy to have contributed to the infrastructure of a tourist industry that will play an ever more important part in the economic development of Northern Ireland," says Dr Kennedy.

Throughout Northern Ireland's 26 council areas, local authorities are taking the initiative and providing attractive facilities to complement exciting developments being undertaken by the private sector. The Northern Ireland Aquarium opened at Portlough last year attracted more than 180,000 visitors in its first 12 months. The International Fund for Ireland, set up with donations from the United States, Canadian and New Zealand governments, has also been supportive of local tourism initiatives.

A total of 56.2m has been allocated to the fund's tourism programme in Northern Ireland and a unique butterfly house at Seaford, Co. Down, an equestrian centre on the Ards peninsula, and a caravan park at Ballycastle are just a sample of the wide range of schemes already grant-aided.

Jim Flanagan



This golf club in Co. Down plans to extend its clubhouse facilities with a grant from the Northern Ireland Tourist Board. The province's world class golf courses are being promoted by the Board in England and North America

## A year of greater prosperity

Continued from Page 5

and the future with confidence," says Lord Lyell.

Norman Shaw, president of the Ulster Farmers Union and currently chairman of the influential Oxford Farming Conference - the first Ulsterman to fill the office - is worried about the Government's proposed cuts in research and development. Mr Shaw claims such cuts would damage the long-term interests of every sector of Northern Ireland agriculture.

"In an agricultural region like ours these cuts are very much against the long-term interests of the whole country. Research is absolutely critical to help reduce production costs, to improve the quality of the product and to maintain our competitive position. These cuts will almost certainly lead to us losing much of our market to imports," says Mr Shaw.

The volume of agricultural output in Northern Ireland remained virtually unchanged in the past year with the effect of increased sales of most commodities being balanced by lower marketing of fat cattle and pigs, and a substantial drop in the numbers of livestock on farms at the end of the year.

Substantial price increases for beef, sheepmeat and eggs more than offset reductions for cereals, fruit and poultrymeat to give an increase of 3 per

cent in the average producer return for all outputs. With the volume of output unchanged, the value of gross output also rose by 3 per cent to £775.5m.

The volume of material and service inputs used by the agricultural industry fell by over 7 per cent in 1987, mainly because farmers purchased considerably lower quantities of fertilisers and feedstuffs and imported fewer livestock. The average unit cost of all inputs was said to have risen by less than one per cent.

Although the total number of beef cattle marketed dropped by over 3 per cent last year, a significant improvement in fat cattle prices and an increase in average carcass weight raised the value of output by over 2 per cent to £264m. Any increase in the value of farmers returns from fat cattle sales was offset to a large extent by a drop in stocks of cattle on Ulster farms at the end of the year. This fall in numbers is taken to reflect decreased indigenous supplies from a contracting cow herd, increased exports of store cattle and calves, and a reduction in the number of store cattle imported from the Irish Republic in the earlier year.

Weather conditions during the year were very favourable for milk production and yields reached their highest level since the introduction of milk quotas four years ago. Although the number of dairy

cows continued to fall by 2 per cent, output of milk for the calendar year exceeded the 1986 level by 16 million litres, or 1.2 per cent.

The spotlight has been on the Northern Ireland Milk Marketing Board recently, following the High Court ruling that it must end its purchasing monopoly. Dairy farmers in Northern Ireland and throughout many other parts of the United Kingdom will be awaiting the outcome of the appeal which the MMB is said to be lodging against the decision. If the Board loses the appeal the consequences could be far-reaching.

Sheep farmers continued to expand production, recording an 11.4 per cent increase in their breeding flock. Export demand, particularly from France, continued to boost market prices which reached record levels in 1987 with returns for sheep and lambs averaging around 16p per kilogram more than in 1986. These higher prices, coupled with the increased level of marketing, resulted in a 22 per cent rise in the value of output to £36.9m.

In the pigs sector a further decline in the breeding herd to just over 60,000 head was reflected in a reduction of nearly 4 per cent in producers' receipts which stood at £72m.

In the poultry sector egg production witnessed an upturn against the steady downward trend of previous years. Poul-

trymeat production continued to expand, the volume of output rising by over 4 per cent.

Farmers planted more potatoes and, despite the fluctuations of the market, they were able to show a 17 per cent increase in total value of output. Cereal yields were much higher than in the previous years and total grain production was estimated to have risen by almost 13 per cent.

There was little change in the level of farmers' borrowings for agricultural purposes last year, but with interest rates falling by 2.5 percentage points over the year, the estimate of interest payments made by farmers decreased by 9 per cent. It was estimated also that the value of total capital investment had fallen by 7 per cent.

All in all, it was a more prosperous year for Northern Ireland agriculture after the difficulties experienced in the previous two years. Farmers, however, have good memories and can recall without any difficulty how an annual income level of £130m four years ago dropped suddenly to £62m in two short years. So they do not shout too loudly about how good things have suddenly become on the land. And they certainly do not count any unbroken chickens.

Michael Drake

## INTERNATIONAL FUND

## Biggest contributor is US with \$120m

QUESTION: what do a Co. Down Railway Society, the West Belfast Development Trust, a chemistry research centre at Queen's University, Belfast and a series of hotel improvement schemes in Co. Donegal have in common? Answer: they are representative of a wide range of projects which have attracted financial support from the International Fund for Ireland.

The fund, which is exempt from direct taxation and without precedent in Ireland, was set up by an agreement between the British and Irish Governments two years ago.

Its remit covers the six counties of Northern Ireland and the six border counties of Donegal, Cavan, Monaghan, Sligo, Leitrim and Louth. The fund has a total population of around 2m and the fund is obliged to spend 75 per cent of its resources in Northern Ireland. The United States is by far the biggest contributor and has made payments totalling \$120m with the promise of more to come. Canada has donated \$1.5m, New Zealand a one-off payment of \$300,000, and there is the likelihood of European Community funding in 1989.

The fund's objectives are to "promote economic and social advance and to encourage contact, dialogue and reconciliation between nationalists and unionists throughout Ireland". It pursues these goals primarily by supporting specific projects judged likely to stimulate private sector investment in economic regeneration. The US directed that its contribution should be used for the stimulation of growth in the private sector, while Canada asked for its donation to be used for youth training and exchange.

Mr Charles Brett, the fund chairman, makes it clear that while it is true that the establishment of the fund derives from the Anglo-Irish Agreement, the fund itself "is in no way political". Although the sum of £74m is sizeable, it represents only about a quarter of the combined budgets of the Industrial Development Agencies in Northern Ireland and the Republic in one year alone.

There are limits to what can be achieved, bearing in mind that the fund received 2,000 applications for assistance in the first three months after it was set up. Already there have been criticisms that the Fund's criteria are so narrow that projects worthy of support have been disqualified and that areas of greatest deprivation have been neglected.

Even to demonstrate its commitment to deprived areas, a review of fund priorities last month resulted in additional funds being earmarked for social and economic regeneration in disadvantaged areas. Based primarily on unemployment rates, it is felt that about 35 per cent of people in Northern Ireland live in areas to be accorded a measure of priority including much of the cities of Belfast and Londonderry and several rural environments.

Among specific measures are a special budget allocation of £3m for a community economic regeneration scheme, and a further £2m for special projects in areas which might not satisfy existing criteria.

The board which administers the fund considers it axiomatic that it should not substitute money derived from the taxpayers of donor countries for

the money of British or Irish taxpayers. This general principle is particularly significant in view of the wide range of grants and loans available from economic development agencies and the European Community. The board also prefers to support a large number of smaller projects rather

## The board prefers a larger number of smaller projects

than a small number of large ones and only in exceptional circumstances would contemplate investing more than £1m in any one project.

The fund is administered along the broad outline of seven key programmes, each with a specified budget. As required by the fund agreement, two investment companies, each with a fully paid up share capital of £5m, are operating out of Belfast and Dundalk. Their task is to identify the capital needs for ventures of existing or new industrial and commercial enterprises and to provide, on sound commercial criteria, equity capital or loans.

The other main programmes and their accompanying shareholding budgets are: Business Enterprise (North £3.5m, South £4.5m); Tourism (North £2.7m, South £5.3m); Urban Development (North £7.9m, South £1.6m); Agriculture and Fisheries (North £2.8m, South £2.8m); Science and Technology (North £5.0m, South £1.5m); and Wider Horizons (£5.5m).

In addition the fund is also supporting selected special projects, including a feasibility study on the development of the historic Navan Fort site and a youth enterprise scheme to help young people set up in business.

A significant number of projects have already been imple-

mented and to date around £22m has been committed to schemes. The initiatives range from self-help enterprise schemes and town centre revitalisation projects, to tourism amenity programmes and funding for a fisheries research vessel in the Irish Sea. The wider Horizons programme provides for shared experiences by people from both sides of the border and covers management, skilled workers, students and young people.

While no one is naive enough to believe that money can buy peace, discord, conflict and violence flourish in conditions of economic instability and it is hoped that the International Fund's efforts may help provide a foundation on which a more prosperous and ultimately peaceful society can be built.

Jim Flanagan

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### INSIDE

#### Air New Zealand goes on the block

The New Zealand Government of David Lange (left), yesterday put its state air carrier, Air New Zealand, up for sale in its entirety after scrapping negotiations with the Australian airline Qantas, which had been its preferred purchaser of a 25 per cent stake. It is intended that 65 per cent of the airline's equity will be retained permanently in New Zealand through the creation of a special "kwh" class of share. British Airways is considered a main contender for the purchase. Page 31

#### No longer fields apart

Henri Nallet, the French minister of agriculture, meets his British counterpart, John MacGregor, in London today to resolve key farming policy issues. Britain and France have been long standing protagonists when it comes to agriculture, but the two countries have found themselves increasingly on the same side in farm negotiations in Brussels. Bridget Bloom meets the French minister and examines the growing convergence of views. Page 48

#### Paterson profits fall 27%

Paterson Zochonis, the toiletries and detergent company which makes Imperial Leather soap, saw full-year pre-tax profits fall 27 per cent to £24.2m (\$42m), mainly reflecting depressed economic conditions in West Africa. Reduced purchasing power in its market in Nigeria, stemmed from the government's deflationary policies. Page 37

#### Another capital idea

Perpetual capital notes have come a long way since their first appearance in 1982 from Puerto Rico and have now been warmly embraced by French state-owned companies. The chemical group Rhone-Poulenc started the ball rolling with a \$1.3bn issue which was quickly followed by a \$350m issue by Credit Lyonnais, the state-owned bank. George Graham in Paris reports on the growing French appetite for these notes and how the fiscal authorities are responding. Page 33

#### Markets chart path to recovery

The aftermath of the stock market crash last October is still being calculated. Some exchanges have recovered the ground lost more quickly than others, with the Australian stock market showing the best advance this year. Other bourses, however, have proved robust. Page 50

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#### Chief price changes yesterday

FRANKFURT (DM)	OSE	830	+ 46		
Dahle	732.5	+ 19	Valencia	196	+ 13.5
Lada	708	+ 18	Pella		
Induct	182.4	+ 4.4	Sageap	275	- 10
Pella			Sono	980	- 20
Roche	415	- 5			
NEW YORK (C)	TOYOYO (Yen)				
Bank	84	+ 28 1/2			
ICI	22	+ 2 1/2	Bot of Kyoto	1630	+ 200
Time Inc.	115 1/2	+ 1 1/4	Nichibishi	1640	+ 100
Pella	95	- 5	Mitsubishi	1480	+ 200
Philips	45	- 1 1/2			
TRW	72 1/2	+ 4 1/2	Nippon Temp	1350	- 150
Warner-Lambert	27	- 4 1/2	Yokohama Int	1000	- 100
PALMIRA (PPV)	Wells Fargo <td>620</td> <td>- 45</td> <td></td> <td></td>	620	- 45		
Wells Fargo	2947	+ 232	Yamaichi	820	- 45
Wickes					
Wiltshire (GR)					

New York prices at 12.35.

LONDON (Pence)	Fleming <td>169</td> <td>+ 5</td>	169	+ 5		
Argyll Sp.	177	+ 4	Starburst	163	+ 7
Beecher	413	+ 10	Pella		- 5
Bechtel Ind.	444	+ 21	Allied-Tyco	483	- 8
Coalson	272	+ 5 1/2	Consolidated	212 1/2	- 10
Flat Nat.Pn.	224	+ 5	Eng China Clay	512	+ 10
Fisons	233 1/2	+ 1 1/2	Gateway Corp.	175	- 2 1/2
Leeds	374	+ 11	Wat. West	540	- 5 1/2
Law & Sons	227	+ 8	Publ. Pack Int	315	- 9
McCarthy	251	+ 14	Publ. Pack Int	283	- 7
Moray Oil Units	394	+ 12	Publ. Pack Int	283	- 7
Wayne Inc.	401 1/2	+ 12	Scott & New.	385	- 10
Wickes	224	+ 5			

## Round-up time in Marlboro country

### Anatole Kaletsky examines the logic behind Philip Morris's \$1bn takeover bid for Kraft

Next time you are at a dinner party and the conversation is flagging, try asking the following question: what is the second most famous painting in the world? Everyone puts the Mona Lisa in the number one position, but endless controversy ensues about the runner-up. Now, try a business variation of this game. What is the second most famous consumer brand in the world?

Coca-Cola has long been acknowledged as the world leader. And since the mid-1990s, when the familiar Marlboro cowboy made his first appearance on television screens and hoardings around the world, the second position has been almost as easy to agree on. Marlboro, the best-selling cigarette in the non-communist world, has unquestionably been one of the greatest marketing successes in the post-war era.

It has shot Philip Morris from a middling position in the US tobacco industry in the 1950s to unchallenged dominance of cigarette making around the globe. In the process, it has made Philip Morris, with its \$20bn of sales net of excise duties, the second biggest consumer products company in the world, after Unilever - and with its \$1.8bn after-tax earnings, the most profitable.

## Schroders offers to buy F1 300m stake in Fokker

By Laura Raun in Amsterdam

SCHROEDERS, the UK merchant bank, has offered to take a F1 300m (£47m) debt or equity stake in Fokker of the Netherlands if the Dutch Government will buy its ownership of the aircraft maker.

Fokker met Economics Ministry officials last night in a bid to dissuade them from raising the Government's stake of 16 per cent to 49 per cent through another rights issue.

## Pillsbury rejects GrandMet offer

By James Buchanan in New York

PILLSBURY, the Minneapolis food and restaurant group, yesterday rejected a \$5.25bn offer for its business from Grand Metropolitan of the UK, and said its present strategy would provide shareholders with better long-term returns.

The company, which is struggling to stabilise its management and tackle problems in both its main businesses, said that the \$90-a-share offer from the British brewing, spirits and food group was too low.



Out to widen the range: Hamish Maxwell, chairman of Philip Morris, faces the challenge of repeating tobacco successes

price of \$11m or \$90 a share is another question, at least for any bidder not facing the problems of Marlboro's unstoppable success.

Wall Street's scepticism on this score was well reflected in yesterday morning's stock market action, in which Kraft's shares jumped \$38 but settled at \$98, somewhat below the Philip Morris bid. As in the case of Grand Metropolitan's recent \$5.1bn bid for Pillsbury, another US food manufacturing giant, most analysts were at a loss to see why any other bidder might step in to top the offer for Kraft, which was worth 26 times the company's earnings in the past 12 months.

For Mr Maxwell, however, 26 times earnings obviously seemed a reasonable price to pay for another shot at his long-standing ambition to transform Philip

Morris from a tobacco company into the world's biggest marketer and producer of branded consumer goods. Unfortunately for these ambitions, though fortunately perhaps for Philip Morris shareholders, the company's continuing phenomenal success with tobacco has created a financial treadmill on which Mr Maxwell must run faster and faster just to keep his company from being dominated by its own cigarette interests all over again.

When Philip Morris paid \$5.8bn in 1985 to buy General Foods, at that time America's biggest independent food processor, it already seemed set to overtake Unilever in annual turnover. More importantly, it appeared that the hopes of expanding the non-tobacco business to more than 50 per cent of total sales would be achieved

at a stroke.

A little more than three years later, the growth of General Foods has proved disappointing at only 3 per cent annually. Miller Brewing, the beer company which Philip Morris bought in 1970 in its first much-acclaimed attempt at diversification, has stalled. Miller, which shot from seventh to second place in the US brewing industry with the help of Philip Morris's legendary marketing prowess and even more impressive supply of advertising and promotion dollars, has shown virtually no growth for more than five years and has almost given up on its earlier ambitions of displacing Budweiser as the leading American beer. And Seven-Up, the soft-drinks business Philip Morris bought in 1978, was sold in 1986

at the same price the tobacco giant paid for it.

All this time, the cigarette business has continued to go from strength to strength.

As a result, in 1987 tobacco still accounted for 53 per cent of Philip Morris's total sales and 77 per cent of operating profits. With surplus cash streaming out of the company at a rate of more than \$2m annually, the temptation of taking a second bite out of the food industry cherry was obviously hard to resist.

With the addition of Kraft's revenues, which were \$9.7bn in 1987, but are running so far this year at a rate of \$11bn annually, Philip Morris would finally overtake Unilever in total turnover and almost equal Nestlé.

## Bond acquires over 4% of Lonrho

By Nikki Tait and Ray Bashford in London

LONRHO, the international trading group headed by Mr Thyne Bond, has been acquired by Lonrho, the US publisher.

The Delaware court ruling kept alive Mr Maxwell's fight for Macmillan after he received a serious legal setback on Monday. The injunction will give him time to appeal to the Delaware Supreme Court against the refusal by the court to bar several aspects of KKR's offer which would block Mr Maxwell's offer.

Mr Maxwell had asked the court to disallow a "lock-up" provision under which KKR would buy the rest of the company.

Mr Robert Pirie of Rothschild, Mr Maxwell's New York financial adviser, said he found Judge Jacobs' decision "very puzzling" because it would allow, if upheld by the Delaware Supreme Court, Macmillan to be sold to the lower bidder.

By letting the lock-up provision stand, Judge Jacobs had cleared the way for KKR to complete its tender offer for all of Macmillan. Both the publisher and KKR were alerted at the ruling. The latest injunction prevents completion of the offer, though, until the Supreme Court acts. If it decides to hear the appeal, a ruling might take several weeks.

On another issue, Judge Jacobs overturned Macmillan's poison pill shareholders' rights plan, saying there was no valid reason to keep it in place as a block to Mr Maxwell's offer.

## Maxwell wins injunction on KKR bid for Macmillan

By Roderick Oram in New York

MR Robert Maxwell, the British publisher, won a preliminary injunction yesterday preventing KKR, Kravis, Roberts, the management buy-out specialist, from completing its tender offer for Macmillan, the US publisher.

The Delaware court ruling kept alive Mr Maxwell's fight for Macmillan after he received a serious legal setback on Monday. The injunction will give him time to appeal to the Delaware Supreme Court against the refusal by the court to bar several aspects of KKR's offer which would block Mr Maxwell's offer.

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## TOSHIBA

INTERNATIONAL COMPANIES AND FINANCE

US drug groups register strong improvements

By James Buchan in New York

US PHARMACEUTICAL companies yesterday reported solid improvements in earnings for the September quarter, thanks to the strength of a number of high-priced new drugs and favourable exchange rates overseas.

have large consumer products businesses, reported slower earnings growth. Warner-Lambert was 16 per cent ahead in both earnings and sales in the third quarter, to \$87.7m or \$1.29 a share and \$1.03bn. Sales of pharmaceuticals were 16 per cent ahead, with a 13 per cent increase in non-prescription drugs.

Alcan income increases by 111%

By David Owen in Toronto

ALCAN, the large Montreal-based aluminium producer, yesterday reported a spectacular 111 per cent increase in third-quarter earnings.

Overall, the Canadian company's third-quarter income totalled US\$258m or \$1.61 a share. This compared with \$122m or 72 cents a share in the corresponding year-earlier period.

Citicorp makes steady progress

By Robert Vincent in New York

CITICORP, America's biggest commercial banking group, reported a further strong advance in the third quarter, reflecting continued progress across all the company's businesses and improved cost control.

Wells Fargo, the California-based bank which acquired Barclays Bank of California earlier this year, reported a downturn in net earnings for the third quarter. The bank saw earnings fall to \$187.7m or \$2.36 a share from \$158m or \$2.77 for the same period last year.

In the latest quarter its provision for loan losses stood at \$78m, unchanged from a year ago, and domestic and foreign charge-offs amounted to \$37.7m for the quarter.

Sharp fall at Morgan Stanley

By Janet Bush in New York

MORGAN STANLEY Group, the blue-chip US investment bank, yesterday reported sharply lower earnings in its third quarter and simultaneously announced a plan to buy back \$100m worth of its common shares.

\$5.28 a share in the second quarter of 1988, but much of this was derived from a single leveraged buy-out transaction involving Cain Chemical. There were already signs of a sharp drop in commission-earning business and a decline in revenues from investment banking in the second quarter.

sitions and corporate restructurings were strong and Morgan Stanley continued to maintain profitable momentum in its leveraged buy-out transactions, commodities businesses, and in asset management.

Buoyant returns from Abitibi

By David Owen in Toronto

ABITIBI-PRICE, the world's largest newsprint producer, has reported a 35 per cent increase in third-quarter profit due to higher prices and buoyant demand.

on sales of C\$2.2bn in the corresponding 1987 period. The Toronto-based company, which is part of the Reichmann brothers' property and resources empire, has been hit by the recent depreciation of the Canadian dollar against its US counterpart.

mills would "continue to operate at capacity for the balance of the year." "We anticipate that 1988 will be a record earnings year," he said.

Big jump in MCI revenues

By Roderick Oram in New York

MCI COMMUNICATIONS, the second largest US long-distance telecommunications carrier after AT&T, has reported another big jump in revenues and profits thanks in part to new services and higher operating margins.

Books division boosts Time Inc profit

By Robert Vincent in New York

TIME INCORPORATED, the US media group, pushed up net income in the third quarter after strong performances by the books group, a first-time dividend from its investment in Turner Broadcasting System and a lower tax rate.

relocation of its executive office. The year-ago figures include a \$15.2m or 14 cents pre-tax gain from the sale of Discover magazine.

relocation of its executive office. The year-ago figures include a \$15.2m or 14 cents pre-tax gain from the sale of Discover magazine.

Record trading at Scott Paper

By Our Financial Staff

SCOTT PAPER, the Philadelphia-based paper products group, yesterday reported nearly tripled third-quarter net income of \$170.7m or \$2.22 a share, up from \$58.5m or 76 cents a year ago.

papers businesses continue to perform at superior levels." Sales in the 1988 third quarter rose from \$1,038m to \$1,152m. Combined sales for the worldwide personal care and cleaning businesses rose 12 per cent over the 1987 quarter, while operating profits, excluding non-recurring items, increased 13 per cent.

Abroad, while consolidated subsidiaries reported a 21 per cent sales increase in the third quarter, operating income was about the same as in 1987, due principally to costs associated with Scott's European growth strategy and rising pulp prices.

Net profits for the third quarter ended September 30 soared to \$104m, or 55 cents per common share, from \$17m, or 6 cents a year earlier. The latest results included an \$11m pre-tax gain from an anti-trust settlement and an \$8m pre-tax charge for contract settlements.

Johannesburg Consolidated Investment Company, Limited

Group Gold Mining Companies Summary of reports for the quarter ended 30 September 1988

Randfontein Estates

Table with 2 columns: Quarter ended (1988, 1987) and various financial metrics like Ore milled, Yield, Working cost, Profit from gold, etc.

Western Areas

Table with 2 columns: Quarter ended (1988, 1987) and various financial metrics like Ore milled, Yield, Working cost, Profit from gold, etc.

H. J. Joel

Table with 2 columns: Quarter ended (1988, 1987) and various financial metrics like Ore milled, Yield, Working cost, Profit from gold, etc.

Randfontein: Working costs reflect a higher proportion of underground tons treated, costs of stores and increases in wages. Surface tons mined decreased from 440,000 to 225,000 tons. Uranium production was discontinued during the quarter and satisfactory arrangements have been made for Nufcor sources to meet the supply contract.

Joel: The treatment plant is achieving very satisfactory efficiencies. Stopping operations are building up in line with expectations. Elsberg Gold Mining Company Limited: Shareholders are advised to study the operating results of Western Areas Gold Mining Company Limited.

Repap Enterprises to expand

By Robert Gibbens in Montreal

REPAP ENTERPRISES Corporation is committed to put a new coated paper machine at Prince Rupert, northern British Columbia, at a cost of several hundred million dollars, within the next five years, says Mr George Feity, company chairman.

a major bulk materials export port. Repap is investing more than C\$100m (US\$83.3m) to modernise Skeena's sawmills and install a new recovery boiler. By early 1989, Skeena will have 450,000 tonnes yearly capacity.

By the end of 1988, with new machines in New Brunswick and Wisconsin on stream, Repap will have a total coated paper capacity of 850,000 tonnes and will be among the three leading North American producers.

Gain from disposals lifts TRW

By Our Financial Staff

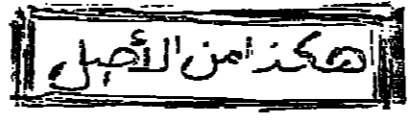
TRW, the big US defence and engineering group, reported net income of \$68m or \$1.11 a share in the third quarter, compared with \$65m or \$1.01 in the same quarter of last year.

from \$827m in the previous year, while sales in the automotive components sector rose by 11 per cent, to \$678m, from \$612m. Sales in the information systems sector rose by 6 per cent, to \$125m, from \$128m in the comparable period of last year.

heavy trucks. Mr Ruben Mettler, TRW's chairman, said: "Our space and defence business was down somewhat, as expected. Without the gains in our automotive business would have posted another good quarter in what has been a very good year."

NORTH AMERICAN QUARTERLY RESULTS

Large table with multiple columns and rows showing quarterly results for various companies like MISC CASCADE, CONSUMERS, E-SYSTEMS, etc.



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**JEROEN VAN DER PLOEG**  
Institutional Sales — Bonds  
Jeroen Van der Ploeg has been involved in the International Bond Markets since 1972 and has also traded equities and gold shares for Dutch and American houses. Jeroen joined Sassoon in 1987.



**FRANCESCA NOBLET** —  
INSTITUTIONAL MARKETING &  
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After graduating from Oxford in 1983, Francesca Noblet taught business students at Salerno University and is fluent in both Italian and Spanish. She then moved to Nikko Securities where she spent two years in the European department before becoming a marketing executive with James Capel in 1987.



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A former economics lecturer and research assistant, Phil Doran has taught in the Netherlands and lived in W. Germany. He is fluent in both languages and is now in his fourth year of European stockbroking.

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INTERNATIONAL COMPANIES AND FINANCE

NZ to sell 100% of state airline

By Dai Hayward in Wellington

THE NEW ZEALAND Government yesterday put Air New Zealand, the state airline, up for sale in its entirety after scrapping negotiations with Qantas of Australia, which had been its preferred purchaser of a 25 per cent stake.

No price has been set, but by some estimates Air NZ could be worth nearly NZ\$1.7bn (US\$1.1bn).

However, any overseas airline will be limited to owning 35 per cent of Air NZ, with another 30 per cent offered to staff and the local public in a share flotation. Mr David Lange, Prime Minister, said 65 per cent of the airline must be retained permanently in New Zealand and the Government would introduce a special "kiwi" class of shares to ensure this.

The change of course means British Airways must be a main contender to buy all or part of the 35 per cent stake which can go overseas. The new arrangements for the sale must be approved tomorrow by

the whole caucus of the ruling Labour Party, where several MPs are known to support BA. Air NZ management also prepared such a link because of the UK airline's sophisticated international booking system.

Bidders have four weeks to submit new offers for the airline. On September 19, Qantas was named the preferred buyer for the 25 per cent stake but Mr Lange has made it clear this preference no longer applies and all parties will start again on an equal footing.

At the same time Mr Bill Jeffrey, Transport and Aviation Minister, has been replaced as chief negotiator on the sale of the airline by Mr Richard Prebble, Minister of State-Owned Enterprises. Mr Jeffrey fought hard to persuade cabinet to accept the Qantas offer, and his replacement reflects division within the cabinet over the way the sale should be handled. Mr Lange made it clear, however, that Mr Jeffrey would remain as a minister.

Qantas said it was disap-

pointed and bewildered. It had made it clear it was flexible in its approach and was prepared to consider bidding for any proportion of the shares which the Government made available.

In parliament Mr Jim Bolger, leader of the opposition National Party, described the sale process as a shambles. He warned that a future National government would force any overseas airline which holds more than 24.9 per cent of Air NZ to sell it back.

The 35 per cent limit on overseas ownership is aimed at preserving bilateral trading rights. The Government said it made extensive inquiries among airlines and aviation legal experts throughout the world regarding an acceptable level of foreign ownership. All the opinions indicated that selling 35 per cent did not place the agreements in jeopardy.

Michael Doune, Aerospace Correspondent, said: "Although there is no international law specifying what constitutes a

national flag airline, it is generally taken to mean that a majority of the shares should be held by citizens or organisations of the country in which the airline is registered.

But even this is only a rule of thumb, and several airlines operate under flags of convenience: they are registered in one country but have the bulk of their operations in another.

Attitudes of other countries with which those airlines have bilateral air agreements or other operating partnerships are crucial. Thus, if Air NZ became majority controlled by a group outside New Zealand, the US, as the other party in trans-Pacific air agreements, might object.

When BA was itself privatised, the articles of association contained powers to limit the number of shares in which non-UK nationals could have any direct or indirect interest to 25 per cent, at which level the Secretary of State for Transport could step in and order a reduction.

Cathay City bids for Hongkong Hotels

By John Elliott in Hong Kong

HONGKONG AND Shanghai Hotels, which operates the territory's Peninsula Hotel, yesterday rejected a HK\$5.9bn (US\$764.4m) surprise takeover approach from Cathay City Investments, the small finance arm of a group which includes the rival Regal Hotels group.

A year ago the family of Lord Kadoorie, which controls Hongkong Hotels, beat off a boardroom challenge by Chinese Estates, a company controlled by the Lau corporate raider brothers. The Kadoories now own 34.9 per cent of the hotel and property group.

Cathay City, part of the Century City group run by Mr Lo Yuk Sui, a local businessman, said it was contemplating making a full bid for Hongkong Hotels and "had no wish for the offer to be undertaken in a hostile manner," according to a statement from the target company.

Cathay City said yesterday it owned about 1 per cent of the group.

Hongkong Hotels' directors said they would not welcome any offer and intended to continue expanding the group. Apart from the flagship Peninsula in Kowloon, it has various international projects including hotels for London's St George's Hospital site and Maxima de Paris in New York.

Regal Hotels, which is controlled by F&I Investments, a subsidiary of Century City Holdings, has three hotels in Hong Kong including the Regal Meridien and the Regal Airport. Recently it bought controlling interests in Alroca Companies, a US hotel management concern; a Los Angeles property company called Rickfield; and a Toronto hotel.

Cathay City said its contemplated offer for Hongkong Hotels was HK\$6 a share, comprising HK\$4.50 cash and the rest in shares, together with an equivalent offer for 99m warrants.

Hongkong Hotels has a market capitalisation of HK\$4.75bn, based on the HK\$4.82 price at which its shares were suspended yesterday.

This announcement appears as a matter of record only.

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The Industrial Bank of Japan Ltd. Banco di Sicilia  
Crédit Industriel d'Alsace et de Lorraine Banque Vernet et Commerciale de Paris

September 1988

Randfontein abandons uranium mining

By Jim Jones in Johannesburg

FEAR OF future losses has persuaded Randfontein Estates, a gold mine managed by the Johannesburg Consolidated Investment (JCI) mining group, to abandon uranium production.

The mine had a long-term contract to supply uranium to France and its production capacity had been financed with favourable loans from the French atomic agency with repayments tied to uranium deliveries. Randfontein's contract has been taken over by an unnamed South African mine which will also assume Randfontein's remaining R22m (8m) loan obligation.

Uranium profits have declined to R253,000 before tax in the latest quarter from R586,000 in the three months to June and a quarterly rate of about R3.5m until mid-1987.

	Gold produced (kg)		After-tax profit (Rm)		Earnings per share (cents)	
	Sep 88	June 88	Sep 88	June 88	Sep 88	June 88
Randfontein	6,754	7,098	71.83	50.96	618.3	320.3
W. Areas	3,470	3,025	10.51	11.18	10.3	0.0

Earnings per share calculated after tax and capital expenditure. Parentheses = negative

The uranium plant is to be cannibalised for equipment which can be incorporated into the gold treatment facility serving Randfontein's new Doornkop section.

Gold production fell in the September quarter as low-grade ore was intersected at the mine's Cooke No 1 shaft and as underground development traversed low-grade ore around the Doornkop shaft.

In Johannesburg yesterday Mr Bill Nahn, a director, said the production build-up at Doornkop would allow the mine to phase out the processing of low-grade surface dump material over the next 18 months. He expects gold recovery grades to improve with better underground ore values.

Neighbouring Western Areas lifted its milling rate and gold recovery grade in the September quarter. The mine has

reported good progress in the development towards South Deep, a potential deep and rich new mine beyond Western Areas' southern boundary.

Western Areas has a 29 per cent interest in the South Deep project and Mr Nahn says the project's financing plans should be completed within six months.

The house's new E. J. Joel mine in the Orange Free State, which is to be officially opened on Friday, has milled small tonnages of ore to test its new plant. Underground ore production has started with the commissioning of two shafts and the mine expects to reach its full monthly milling rate of 80,000 over the next two years.

Recent geological investigations indicate faulting is not as bad as had been feared early this year.

Gold prices offset Anglovaal wage rises

By Jim Jones

HIGHER RAND gold prices offset the effect of mid-year wage increases at the three principal gold mines managed by South Africa's Anglovaal group during the September quarter.

Lorraine suffered a profit decline as a higher milling rate failed to compensate for a sudden drop in ore grades. The reason for the drop is being investigated, but analysts in Johannesburg say that further grade and profit reductions could affect Lorraine's ability to participate in the development of a mine being planned by Anglovaal in the Orange Free State.

Anglovaal recently com-

	Gold produced (kg)		After-tax profit (Rm)		Earnings per share (cents)	
	Sep 88	June 88	Sep 88	June 88	Sep 88	June 88
E. Tol. Cons.	840	835	11.52	11.95	118.2	95.4
Doornkop	3,054	3,033	67.16	32.55	38.4	38.4
Lorraine	2,177	2,777	6.27	14.08	(70.5)	32.2

Earnings per share calculated after tax and capital expenditure. Parentheses = negative

pleted a preliminary feasibility study of the proposed mine, which lies just to the north of Lorraine and which is 35.7 per cent owned by Anglovaal, 34.3 per cent by its Middle West associate and 30 per cent by BHP of Australia. It is expected the new mine could be developed as an extension of Lorraine to take advantage of tax offsets against Lorraine's current profits.

Hartebeestfontein, the group's largest mine, increased gold production by processing a greater tonnage of low-grade


surface dump material. A lower rate of milling underground ore combined with higher wages to lift the cost of mining and processing each tonne of ore to R146.27 (89.95) in the September quarter from the June quarter's R137.22.

Eastern Transvaal Consolidated, which operates three small mines in the mountains around the town of Barberton, lifted the quarter's milling rate to 92,200 tonnes from 80,200 tonnes, more than offsetting a small drop in the average gold recovery grade. It is to bring a fourth mine into production within a few months and is planning the development of a fifth.

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CSR sells remaining oil and gas interests to AGL

By Chris Sharwell in Sydney

CSR, the Australian sugar and building products group, yesterday announced plans to float its remaining oil and gas interests and sold them to the Australian Gas Light Company (AGL) for A\$142m (US\$115m).

The deal follows earlier moves by CSR out of coal and other minerals as part of a strategic shift away from resources. Last year it also sold Delhi Petroleum, its principal oil asset, for A\$65m.

For AGL - in which Sir Ron Brierley's Australian Oil and Gas group has a significant stake but only 5 per cent voting rights - the purchase gives it CSR's remaining oil and gas interests.

Grouped as CSR Petroleum, they include gas production in Queensland, gas pipelines in Queensland and the Northern Territory, the Denison Trough gas project in Queensland, oil production in Indonesia, and exploration activities in Australia, Indonesia and China.

CSR had for some time been disposed to float these interests to its own shareholders, but it dropped the idea because, as Mr Gene Herbert, deputy man-

aging director, said yesterday, the size of the float made it difficult to ensure liquidity for all shareholders to take up a meaningful holding.

"In any event," he added with a reference to the recent fall in petroleum prices, "current market conditions are not particularly conducive to a successful oil and gas float."

The flotation was also contingent on a contract to supply gas from the Denison Trough in Queensland, and CSR recently agreed a deal with Queensland Alumina which is said to have boosted yesterday's sale price.

So far the two sides have simply concluded a heads of agreement with an effective date of October 1. Completion will follow execution of a detailed agreement of sale, when AGL will pay most of the purchase price. The balance is to follow on execution of the Denison Trough contract.

The sale completes CSR's exit from the energy sector and, with the exception of its aluminium interests - which it is retaining, from the resources sector as a whole.

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Elders proposes buy-back

ELDERS IXL, the Australian brewing and agribusiness group, will ask shareholders to approve a complex buy-back of up to 10 per cent of its capital, pre-empting changes to Australian buy-back laws, Benter reports from Melbourne.

In the notice for its AGM on November 14, Elders proposes lending an arms-length associate company up to A\$600m

(US\$465.2m) to buy a maximum 10m Elders shares.

The company, called Ordvest, would have the sole purpose of investing in Elders stock and could achieve the buy-back on market or in private purchases from shareholders. Securities authorities have proposed that should be permitted only non-selectively to all shareholders.

Bond buys US hotels for \$206m

BOND CORPORATION, Mr Alan Bond's brewing and investment company, said yesterday it had paid more than US\$206m for hotel interests in New York and San Diego. Benter reports from Perth.

The company had bought New York's St Moritz Hotel for \$100m. It said without naming the seller it had also paid \$26m for a 75 per cent stake in Kona Kai and Kona Inn resort on San Diego's Shelter Island.

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INTERNATIONAL CAPITAL MARKETS

Mixed midsession for Treasuries as oil dips

By Janet Bush in New York, George Graham in Paris, and Simon Holberton and Dominique Jackson in London

US TREASURY bonds traded mixed at midsession yesterday with the focus on the dollar, crude oil prices and continuing uncertainty about whether a long bond will be auctioned in the November quarterly refunding.

necessary, rather than considering a realignment of the franc's exchange rate within the European Monetary System.

The Bank of England first offered on June 2. The market for conventional stocks was quite strong. Rumours abounded of foreign interest in the market, though this appeared to be more heard than seen.

GOVERNMENT BONDS

usual margin of half a percentage point above the tender rate. UK GOVERNMENT securities were yesterday largely unmoved by a slight weakening in sterling and official figures showing an unexpected demand in government borrowing in September.

WEST GERMAN government bonds were barely changed in value. Light volume as dealers waited for some fresh incentives from the Bundesbank. Although prices derived some support from a marginally stronger tone to the D-Mark, potential price rises were limited by the light profit taking which has been seen over the last couple of days.

Murdoch group signs \$2bn credit facility

By Stephen Fidler

FINANCING of mergers and acquisitions continues to provide the focus of much activity in London's international syndicated loans market.

Yesterday, Mr Rupert Murdoch's News International signed a \$2bn credit facility to help finance the proposed \$3bn acquisition of Triangle Publications, a private US publishing company which includes TV Guide among its titles.

Bull proposes \$200m perpetual note issue

By George Graham in Paris

BULL, THE French state-owned computer group, is about to launch a \$200m fundraising exercise using the technique of perpetual capital notes pioneered by Rhone-Poulenc, the state-owned chemical company.

repackaging of perpetual notes to give the issuer the closest possible equivalent to equity capital, appears to provide a convenient escape route for France's state-sector companies, many of which are in urgent need of fresh funds but which cannot issue new shares.

for restrictive fiscal treatment for the perpetual notes which would - in theory - make them unattractive to future issuers.

Bull's \$200m issue, expected to be announced today or tomorrow, will be led by J.P. Morgan.

French taxman takes a dim view

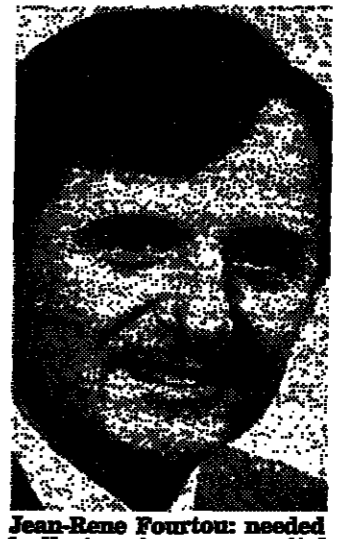
George Graham on fiscal opposition to a hybrid form of capital

THE IDEA of perpetual capital notes began in Puerto Rico in 1982. They have come a long way since then and appear to be spreading to other parts of the world among France's state-owned companies.

Credit Enhanced Perpetual Capital Notes, buying with the prepaid interest US Treasury zero coupon bonds which will accrue to pay off the principal of the perpetuals in 15 years time.

last two years, needed badly to raise more capital, but had already reached the limit of issues of non-voting certificates of investment (Cis).

is not cumulative in the event of non-payment, believes its notes will be accepted as first tier capital. Not all bankers share this interpretation.



Jean-Rene Fourtou: needed badly to raise more capital

THE BANK of France yesterday raised its official intervention rate by a quarter of a percentage point to 7.25 per cent at its money market tender.

BENCHMARK GOVERNMENT BONDS table with columns for Country, Coupon, Maturity, Price, Change, Yield, Week ago, Month ago

LONDON MARKET STATISTICS

RISES AND FALLS YESTERDAY table with columns for British Funds, Domestic and Foreign Bonds, Financial and Properties, etc.

LONDON RECENT ISSUES table with columns for Issue, Amount, Maturity, etc.

FIXED INTEREST STOCKS table with columns for Issue, Amount, Maturity, etc.

RIGHTS OFFERS table with columns for Issue, Amount, Maturity, etc.

TRADITIONAL OPTIONS table with columns for Issue, Amount, Maturity, etc.

LONDON TRADED OPTIONS

LONDON TRADED OPTIONS table with columns for Option, Calls, Puts, etc.

FT-ACTUARIES SHARE INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

FT-ACTUARIES SHARE INDICES table with columns for Index, Day's Change, etc.

FIXED INTEREST

FIXED INTEREST table with columns for Price, Yield, etc.

opening index: 1862.1; 10 am 1861.4; 11 am 1860.4; from 1862.0; 1 pm 1860.1; 3 pm 1860.1; 4 pm 1859.9

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## INTERNATIONAL COMPANIES AND FINANCE

### Pebereau stake-building fuels market speculation

By Paul Bezza in Paris

MR Georges Pebereau, the former chairman of France's Compagnie Générale d'Électricité (CGE), is causing a stir on the Paris bourse by hiding up stakes in several French privatised groups through his recently formed Marceau Investissements investment bank.

Marceau Investissements, whose capital was increased this month to FF1.8bn (\$292m), has increased its stake in Société Générale, the country's biggest privatised commercial banking group, from 0.5 per cent to between 2 and 3 per cent during the past few months.

Mr Pebereau's bank has also increased its stake in Compagnie Financière de Suez and acquired positions in Paribas and CGE, his former telecommunications and heavy engineering group.

Mr Pebereau's manoeuvres have provoked a wave of speculation that the former CGE chairman, an accomplished international dealmaker and financial virtuoso, is on the verge of launching a number of spectacular operations in the newly privatised company sector.

Indeed, there have been a

series of rumours that Mr Pebereau and a number of his French and international financial partners had already accumulated 10 per cent or more of Société Générale.

Société Générale shares have been heavily traded in recent weeks, but the large privatised bank has claimed that 51 per cent of the voting rights in the group were held by friendly investors including 30.3 per cent in its so-called hard core of stable shareholders.

But Mr Pebereau does not appear at present to have any hostile intentions towards the privatised groups.

Indeed, while he has increased his stake in Société Générale, the large privatised bank appears in turn to be planning to buy a stake in Marceau Investissements.

However, the former CGE chairman seems to be seeking to play an increasingly active role in the broad financial strategies of the privatised groups in which Marceau Investissements has acquired stakes.

Mr Pebereau created Marceau Investissements after he was replaced by the former

right-wing government at the top of CGE shortly after he negotiated the landmark telecommunications agreement between CGE and ITT giving the French group control of ITT's telecommunications interests.

Mr Pebereau has succeeded in building Marceau Investissements into an increasingly significant player on the Paris financial scene with the help of key partners like Mr Gastave Leven, the veteran chairman of Paribas, and Mr Jean-Louis Descours, the head of the André shoe group.

Nearly 50 per cent of Marceau Investissements shareholders are foreign investors, including among them ITT which owns a 6 per cent stake in Mr Pebereau's investment bank.

Mr Pebereau also acquired this month a 10 per cent stake in Wagons-Lits, the Franco-Belgian diversified travel and tourism group, famous for its railway sleeping cars, by forming a joint venture with the Caisse des Dépôts, the large French state financial institution whose chairman Mr Robert Lion has long been close friend of Mr Pebereau.

### UK group sets up new tax-exempt index fund

By Barry Riley in London

THE RECENT series of launches of index-tracking funds has continued with the introduction of a new UK Index Exempt Fund by County NatWest Investment Management.

It is claimed to be the first index fund to be tailored to the needs of small and medium-sized tax-exempt pension funds and charities.

Index funds are designed to match as closely as possible the performance of a selected stock market index, in this case the FT-Actuaries All-Share Index. CWIM is one of the leaders in this field in the UK, and already runs some 250m (£1.2bn) of index-tracking portfolios, mostly for large pension funds. It says that during the past three years its funds have tracked the index to within 0.65 per cent on an annualised basis, ignoring management fees.

The new fund has started with £20m but another £30m to £40m is said to be waiting for subscription. As an incentive, CWIM is waiving front end charges for the next two monthly dealing dates. Beyond that the charge will be 5 per cent on the minimum £50,000 subscription, falling to 0.65 per cent on £10m-plus investments. The annual management fee is 0.1 per cent.

CWIM uses a risk matching approach to achieve close tracking, instead of full replication. Initially the portfolio will contain 250 stocks rather than the 711 in the All-Share Index. As the fund gets bigger the number of stocks may rise to an eventual 450.

### Rales raise cash bid for Interco to \$2.73bn

By Rob Vincent in New York

AN INVESTOR group has improved its bid for Interco, the St Louis based manufacturer of clothing and shoes. The group, led by Steven and Mitchell Rales, lifted its hostile bid from \$70 to \$74 a share.

The \$2.73bn cash offer will put new pressure on Interco's management offer which at \$76 a share is a mixture of cash and subordinated debentures, say analysts.

Interco has plans to restructure the group in the face of the bid and said last month that the plan was designed to deliver shareholders the present value of at least \$76 a share.

But analysts believe that the latest offer from the Rales brothers is going to be hard to beat. Financing for the Rales offer is to be secured through Drexel Burnham Lambert and a syndicate led by Chase Manhattan Bank.

The Rales' offer has been extended to October 31.

### Sedgwick acts on employee benefits business

By Nick Barker in London

LONDON-based Sedgwick Group, the world's second largest insurance broker, is setting up a new company, Sedgwick Financial Services, with 550 staff and current annual turnover of about £25m (\$43.5m), to integrate and develop its European and Far Eastern pensions, employee benefits, and personal financial planning business.

With 20 actuaries and 1,500 corporate pensions clients in the UK, Sedgwick already ranks about fourth biggest among British based employee benefits consultants. Mr David Strauss, Sedgwick Financial Services' chief executive, said yesterday the new company would bring together the group's existing European, Asian and Pacific Basin employee benefits businesses, with a particular emphasis on serving transnational corporate clients in the European Community in the run-up to 1992.

Mr David Rowland, Sedgwick Group's chief executive, said the goal was to raise employee benefits and financial services turnover from the present 8-10 per cent of group turnover to about 15-20 per cent.

The group has in the past been criticised by some commentators for failing to match the global employee benefits and financial services expansion of its major rivals, New York-based Marsh & McLennan and Alexander & Alexander.

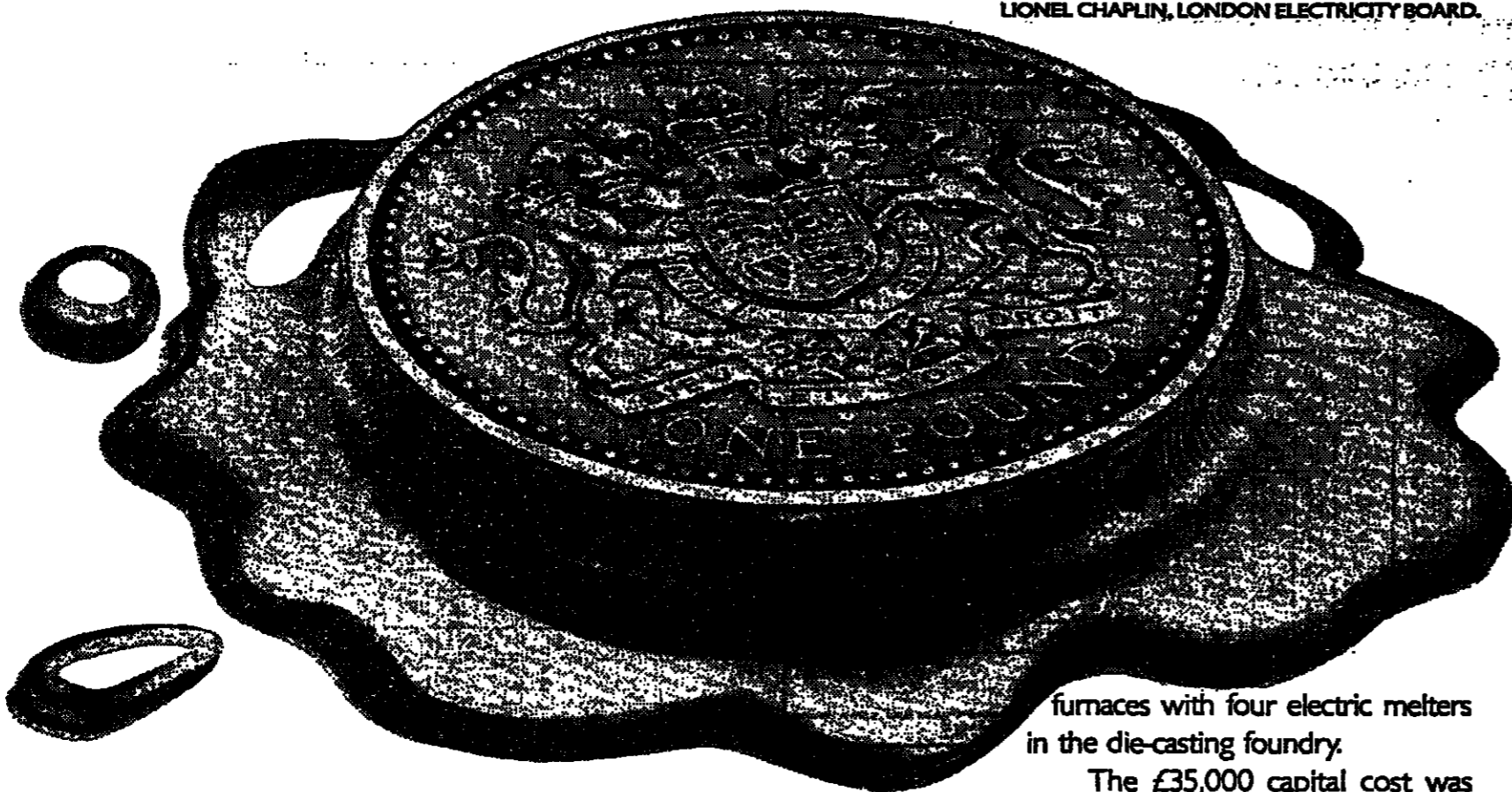
You don't get to be one of Britain's premier non-ferrous foundries without moving with the times, especially if you have been producing quality castings for over 100 years.



Melting was costing Stone Foundries Ltd £52 a tonne in energy alone when they called in Lionel Chaplin, Industrial Sales Engineer at the London Electricity Board. He helped Stone conduct a detailed technical appraisal and advised on a modernisation programme that included replacing five gas-fired

# "I RECOMMENDED ELECTRIC FURNACES BECAUSE NO-ONE HAS MONEY TO BURN."

LIONEL CHAPLIN, LONDON ELECTRICITY BOARD.



furnaces with four electric melters in the die-casting foundry.

The £35,000 capital cost was recovered in less than six months in two ways. By melting at night using low-cost electricity and from a dramatic improvement in crucible life.

Energy costs for melting were reduced from £52 a tonne to a startling £23 a tonne.

This was one of several schemes to improve energy efficiency at Stone Foundries and just one of several thousand projects tackled by Electricity Board Industrial Sales Engineers (ISEs) last year.

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The Electricity Council, England and Wales

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## GRANVILLE

### SPONSORED SECURITIES

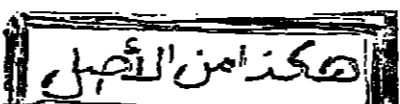
High	Low	Company	Price	Change	Div (%)	Yield (%)	P/E
235	185	Ass. Brit. Ind. Ordway	235	0	8.7	3.7	6.8
225	185	Ass. Brit. Ind. Ordway	225	0	10.0	4.5	-
40	25	Aviation and Rotor	38	0	0	0	0
37	37	BBB Design group (USA)	38	0	2.1	5.4	6.1
171	125	Barton Group	170	0	3.3	1.9	23.9
112	100	Bentley Group Cons. Prof.	115	0	6.7	4.2	9.0
148	124	Gray Technologies	124nd	0	3.2	0	0
114	100	Greenhill Cons. Prof.	111	0	11.0	9.9	-
287	245	ICI Group Ordway	286	0	12.3	4.3	4.3
165	124	ICI Group 11% Cons. Prof.	164	0	14.7	0	0
151	129	Carbo Plc (SD)	151nd	+1	6.1	4.0	13.1
113	100	Carbo 7.5% Prof (SD)	112	0	10.3	9.2	7.4
332	167	George Hiltel	332	+1	12.0	3.6	14.5
112	60	Idis Group	110	0	0	0	0
118	87	Jackson Group (SD)	113	+1	3.4	3.8	12.5
200	200	Matheson NW (ConsSD)	200	0	7.5	6.4	4.0
115	40	Robert Laidlaw	114nd	0	0	0	0
400	124	Sovstrom	404nd	+1	8.0	2.0	36.9
280	180	Towley & Carlisle	280	0	7.7	2.8	13.6
200	100	Towley & Carlisle CNV PPF	200	0	10.7	10.7	0
96	56	Trehan Holdings (USA)	96	-1	2.7	3.2	9.2
113	100	Industrial Europe Cons Prof	108	0	8.6	7.4	0
310	200	W.S. Varco	310	+1	15.1	3.2	39.6

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UK COMPANY NEWS

Depressed W Africa hits Zochonis

By Claire Pearson

FULL-YEAR pre-tax profits of Paterson Zochonis, toiletries and detergent company which makes Imperial Leather soap, fell by 37 per cent to £24.2m...

£1m to £4m. Turnover was £190.3m (£207.93m). Meanwhile during the year to end-May, the strength of sterling took its toll on a number of the export markets for Cussons' branded toiletries...

The company therefore expected expansion to come from developing local manufacturing operations in countries where sales outlets had already been established. A soap factory in Indonesia had been set up earlier in the year but was not expected to make a contribution for the time being...

have almost halved. Defensive features continue to underpin the shares, which stand on a prospective rise of just over 2. Now might look like a perfect moment to break the company up, were it not for the fact that a handful of the Zochonis family own 65 per cent of the shares...

Parkfield preference issue to raise £29m

By Fiona Thompson

PARKFIELD GROUP, manufacturing and specialist distribution group, is to issue 30m cumulative redeemable preference shares of £1 each to raise approximately £29.2m. The placing has been underwritten by Prudential-Beche and Cl-Alexanders Laing & Crutchbank.

Parkfield has grown rapidly, organically and through acquisitions, since 1983 when it was a loss-making foundry. It is now a major producer of aluminium cast wheels for the automotive market and steel wheels for commercial and off-road vehicles.

The company spent £40m cash in the year to April 90 on capital investment, acquisitions of new businesses and working capital. Further acquisitions since the year end, totalling £21m, have been settled by cash and short-term finance bills and the company says capital expenditure requirements for the current year will exceed £18m.

The placing was to enable the group to seek further acquisitions and develop its existing operations, Mr Roger Felber, the chairman, said.

Renison chief pulling out stops to block bid for Gold Fields

By Kenneth Gooding, Mining Correspondent

MR MAX ROBERTS, chairman of Renison Goldfields Consolidated of Australia, said yesterday his company would do everything possible to prevent the success of Minorco's £2.9bn bid for Consolidated Gold Fields.

Gold Fields owns 48 per cent of Renison. Mr Roberts was in London to present personally to the UK Office of Fair Trading his company's case about the likely damage to its operations, should ownership of that substantial stake fall under South African control via Minorco, which in turn is 60 per cent owned by Anglo-American Corporation and De Beers.

Mr Roberts has also asked to talk to Lord Young, the UK Secretary of Industry. He said: "I want to be seen to be doing everything in my power to protect Renison's shareholders - all of them. Unfortunately, most of my recourse is in the UK."

However, yesterday Renison also started court proceedings in Sydney to protect its shareholders should Minorco's bid succeed.

The move, in the New South Wales Supreme Court, is based on the premise that a successful bid would entail breaches of the Companies (Acquisition of Shares) Code in Australia, apparently by transferring control of the company without a direct takeover bid.

Mr Roberts denied that the action was an attempt to force Minorco to dispose of the Renison shares should it win control of Gold Fields. "That would damage Renison too. My objective is to stop the bid."

At his meeting with OFT officials, Mr Roberts almost certainly stressed that Renison is one of the world's major suppliers of mineral sands, including titanium dioxide and zircon. If Minorco won the bid, South African interests would dominate the world market for mineral sands, he would have claimed.

Mr Roberts is certain to have pointed out that the Prime Minister of Papua New Guinea had said if Minorco became a major shareholder in Renison,

the Australian group would be forced to give up its gold operations in his country. There was a danger that other countries with anti-apartheid policies in which Renison had exploration projects (including Indonesia and the Philippines) would follow PNG's example.

Mr Roberts described as "bullshit" Minorco's assertion that operating companies in Gold Fields' portfolio were held back by head office bureaucracy. He said Gold Fields had put its Australian interests into Renison in 1981 and "Australianised" the new company, meaning it was neither controlled nor managed outside the country. Renison was then worth A\$100m but today was worth about A\$1.4bn. Gold Fields' international contacts and experience had been "invaluable" to the Australian company as it developed.

In a reference to Minorco's base outside the UK, he declared: "How the hell can 25 blokes in Luxembourg do that for us?"

Manganese Bronze advances by 52%

By Vanessa Houlder

BUOYANT DEMAND for the traditional, curvaceous London taxi helped Manganese Bronze Holdings, the taxicab and metal products manufacturer, to boost pre-tax profits by 52 per cent to £5.22m (£3.43m) for the year to July 31. Turnover increased 17 per cent to £58.6m (£50.14m).

The results were above analysts' expectations and the shares rose 5p to 269p. This was the second year in which Manganese Bronze faced competition in the form of Metro-Cammell Weymann's Metrocab, after having a monopoly for 17 years.

announced yesterday, of Ken Stewart Engineering, a machining business, for £250,000 together with the repayment of debt due of £100,000. Earnings per share increased by 66 per cent to 21.84p (£12.12p). With a final dividend of 3.75p, the total is raised to 5p (4.5p) - an increase of 33 per cent.

old Cortinas for a London-style cab. Accordingly, the market is expanding by some 5 per cent a year, which should leave scope for solid future growth - unless Metro-Cammell decides to go for aggressive growth in market share. That risk apart, Manganese's prospects are bright - particularly as the two other divisions reap rewards from greater efficiency and a new emphasis on higher margin, finishing processes.

Jeyes valued at £15m in USM placing

By Fiona Thompson

JEYES GROUP, manufacturer and supplier of household cleaning and hygiene products, is joining the United Securities Market via a placing which values the company at £15m. The placing is raising 3.57m shares at 149p, representing 39.2 per cent of the enlarged capital, to raise £4.08m, after expenses, for the company.

to increased competition, a rationalisation and reorganisation programme was implemented and in 1988 the business was sold to its management. Jeyes sells its products under its own brand names and customers' own-brand labels. It has a strong customer base in the UK and supplies all the major retailers in the property. Its top five customers accounted for about half of UK sales in 1987 - and the leading chemicals and drug stores. Jeyes' products are sold in more than 25 countries.

product sectors. Bleach, the largest, accounted for one third of sales in 1987. Its leading brand product is Parozene. Disinfectant is the second largest product sector, with about one quarter of 1987 sales and brands such as Icol, Zal and Jeyes Fluid.

the year to January 2 1988, Jeyes reported pre-tax profits of £1.2m on sales of £29.2m. A forecast of £1.57m pre-tax for the year to December 31 puts the company on a prospective p/e ratio, after an expected 17 per cent tax charge, of 8.8 times.

Farnell profit improves to £11.9m in first half

FARNELL-ELECTRONICS, Leeds-based electrical components distributor, announced interim taxable profits little changed at £11.9m, against £11.8m. Turnover in the six months to the end of July 1988 improved by £7.9m to £66.19m.

integration was progressing, but there was no contribution from them in the results. However start-up costs of £198,000 had been included as well as a similar amount for assisting overseas operations resulting in interest receivable being reduced by £29,000.

British and American Film rises to £0.37m

In the first half of 1988 British and American Film Holdings increased its pre-tax profit from £319,000 to £288,000, with earnings per 5p stock unit moving from 8.36p to 9.97p.

Prestwick Holdings beats forecast with £1.42m

PRESTWICK HOLDINGS, one of Europe's largest printed circuit board makers, outstripped its forecast with pre-tax profits of £1.42m for the year ended July 31 1988.

Wickes sells insulation supplier

Wickes, DIY retailer, has sold one of the non-core businesses acquired when it bought Hunter, the timber merchanting group, last month. Wickes is selling Keith Young (Insulation Supplies) to Pilkington, the glass company, for about £4.5m cash.

Jackson Group up 51%

JACKSON GROUP, a civil and mechanical engineer which obtained a full listing in June, lifted pre-tax profits 61 per cent to £70,000 in the six months to June 30. Turnover was £20.16m compared with £13.1m.

classes - North America, Europe, Far East, Japan, UK, Blue Chip, UK Special Opportunities and Multi-currency bond. Shareholders will be able to switch between these classes without crystallising any capital gains tax liability.

Miss World improves to £0.18m midway

Miss World Group, enlarged via the acquisition of Red Rose Radio earlier this year, increased its profits for the first half of 1988 from £175,700 to £183,200 pre-tax. Turnover totalled £493,900 against £465,000.

Table with columns: High, Low, Company, Price, Change, Div (p), Yield, % P/E. Includes entries for various companies like An. Brit. Ind. Ordinary, An. Brit. Ind. Cell, etc.

Highland Electronics static at £0.74m

HIGHLAND ELECTRONICS Group returned profits of £740,771 pre-tax for the 12 months to end-April 1988, little changed on the previous year's depressed £745,418. Turnover slipped from £13.76m to £12.53m.

Earnings per 20p share emerged at 6.31p (6.75p) and a final dividend of 2p makes a total of 8.31p (8.75p).

Cluff

GOLD PRODUCTION COMMENCES AT REBECCA

Cluff Resources plc announces the successful commencement of gold production from the new Rebecca mine and carbon-in-leach plant near Bindura, Zimbabwe.

COMPANY NEWS IN BRIEF

ARMOUR TRUST is to buy Cyclone Car Associates, maker of jump leads and vehicle tow ropes, for £900,000. In the year to end-May 1988 the company had a turnover of £625,000 and pre-tax profits of £24,710.

Wickes sells insulation supplier

Wickes, DIY retailer, has sold one of the non-core businesses acquired when it bought Hunter, the timber merchanting group, last month. Wickes is selling Keith Young (Insulation Supplies) to Pilkington, the glass company, for about £4.5m cash.

RALSTON INVESTMENT TRUST PLC. Placing by County NatWest Wood Mackenzie & Co. Limited of 6,000,000 ordinary shares of 25p each at 22p per share.

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FT UNIT TRUST INFORMATION SERVICE

AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Trust, Abnott Management Ltd, Aetna Unit Trust, etc., with their respective details.

Table listing unit trusts including Aetna Unit Trust, Aetna Unit Trust, Aetna Unit Trust, etc., with their respective details.

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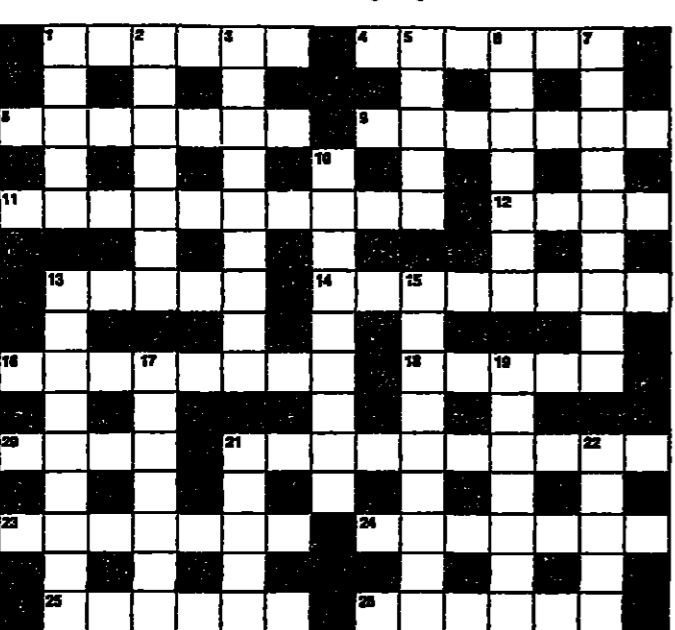
Table listing unit trusts including Aetna Unit Trust, Aetna Unit Trust, Aetna Unit Trust, etc., with their respective details.

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JOTTER PAD table with columns for FT 30, FTSE 100, WALL STREET, and other indices.

CROSSWORD No. 6,763 Set by QUARK



- ACROSS: 1 and 4 indicated by light at the end of the tunnel? (6,8) 2 Bulky Sam vies in conflict (an example of 9) (7) 3 See 8 (7) 4 A match for competition's productive (10) 5 School in which fame is recalled (4) 6 Resort to pithy drolleries in part (6) 7 Late drink for a bird? (3) 8 Aid the disheartened men somehow but insanity results (5) 9 Gas - a lightweight one (5) 10 Slowly advance a little distance (4) 11 LSD charter could be associated with the players (10) 12 Conclusion of moss gatherer. "One uses a blade" (7) 13 Essay? A good effort? (7) 14 Bit of ligament out of joint in the old American (6) 15 Berte castle right away in sight (6) DOWN: 1 The party's nothing more than a plant (5) 2 Dull flat (7) 3 A place for craft ended in prize being endlessly lifted (9)

Table listing unit trusts including Aetna Unit Trust, Aetna Unit Trust, Aetna Unit Trust, etc., with their respective details.

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Handwritten signature or note at the bottom of the page.

FT UNIT TRUST INFORMATION SERVICE

Main table containing unit trust information with columns for company name, address, and various financial metrics. Includes sub-sections for 'INSURANCES' and 'OTHER UK UNIT TRUSTS'.

INSURANCES

Sub-table listing insurance-related unit trusts and their details.

OTHER UK UNIT TRUSTS

Sub-table listing other UK unit trusts and their details.

Continued on next page

FT UNIT TRUST INFORMATION SERVICE

Main table containing unit trust information, organized into columns for various fund categories and company names. Includes sections for 'MANAGEMENT SERVICES', 'OFFSHORE AND OVERSEAS', and 'UK LISTED'.

Handwritten note in Arabic script: "مكتبة الامير"

Handwritten signature or mark in a box.

FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Table of FT Unit Trust Information Service, listing various unit trusts with columns for Name, Investment Objective, and other details.

Table of Other Offshore Funds, listing various offshore investment funds with columns for Name, Investment Objective, and other details.

Table of London Share Service, including sections for British Funds (Shorts, Five to Fifteen Years, Over Fifteen Years), Foreign Bonds & Rails, and American Stocks.

Table of Money Market Trust Funds and Money Market Bank Accounts, listing various financial products and their details.

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar slips after early gains

THE DOLLAR reversed its earlier start in currency markets yesterday, to finish close to the day's lows. The US unit opened on a stronger note, as investors took profits by closing out short positions, taken after disappointing August trade figures.

However, the dollar's improvement was seen as largely technical, and in contrast to an underlying bearish tone. Evidence of the dollar's weakness came in late morning, after failure to overcome resistance at DM1.8180. The dollar fell back as a result and quickly tested support at DM1.8100.

The start of trading in New York provided no fresh support, and the dollar broke through DM1.8100 to finish at DM1.8045, down from DM1.8115. Against the yen, it slipped to ¥128.55 from ¥127.25. Elsewhere, it finished at SFr1.5245 from SFr1.5305 and FF6.1575 compared with FF6.1850. On Bank of England figures, the dollar's exchange rate index fell from 96.2 to 96.1. Sterling plotted a very steady course after a weaker opening. Its exchange rate index opened and closed at 76.4, down from 76.7, on Monday. The fall in September's retail sales figures continued to exert an influence, with overseas investors more convinced that UK base rates may not now have to be increased beyond 12 p.c. This reduced the premium on sterling, although some dealers pointed out that the UK authorities are likely to push interest rates higher, if the pound records a sharp loss.

FINANCIAL FUTURES

Gilt prices recover

EARLY LOSSES in long gilt futures were soon reversed in yesterday's Life market as fresh buying emerged. The softer opening was largely a reflection of sterling's weaker start, but buyers soon came into the market, and the December price recovered from an opening low of 97.04, to finish at 97.31, below the day's high of 97.24, but up from 97.09 on Monday.

News of a firm PSBR in September was regarded as mildly bearish, being double the amount most forecasters had been looking for, and reducing the cumulative surplus for the financial year so far, to £3.74 billion. By contrast, short sterling futures finished on a weaker note, as the brighter mood created by September's surprise fall in retail sales proved to be a temporary affair.

The December price opened three ticks down at 88.32, and fell to a low of 88.27, as longer term cash rates edged up a shade. The contract finished at 88.31. Attention is now likely to focus on tomorrow's release of US money supply figures for September, and the Mansion House speech by Mr Nigel Lawson, Chancellor of the Exchequer.

Table with columns: Series, Bid, Ask, Last, Change, etc. for GILT FUTURES.

Table with columns: Series, Bid, Ask, Last, Change, etc. for LIFE US TREASURY BOND FUTURES.

Table with columns: Series, Bid, Ask, Last, Change, etc. for LIFE FT-SE INDEX FUTURES.

Table with columns: Series, Bid, Ask, Last, Change, etc. for LIFE US FUTURES.

Table with columns: Series, Bid, Ask, Last, Change, etc. for LIFE EURO CURRENCY FUTURES.

Table with columns: Series, Bid, Ask, Last, Change, etc. for LIFE SWEET FUTURES.

Table with columns: Series, Bid, Ask, Last, Change, etc. for LIFE US FUTURES.

Table with columns: Series, Bid, Ask, Last, Change, etc. for LIFE EURO CURRENCY FUTURES.

Table with columns: Series, Bid, Ask, Last, Change, etc. for LIFE SWEET FUTURES.

€ IN NEW YORK

Table with columns: Oct 18, Last, Prev. Close for various currencies.

STERLING INDEX

Table with columns: Oct 18, Last, Prev. Close for various currencies.

CURRENCY RATES

Table with columns: Currency, Bid, Ask, Last, Change, etc.

CURRENCY MOVEMENTS

Table with columns: Currency, Bid, Ask, Last, Change, etc.

OTHER CURRENCIES

Table with columns: Currency, Bid, Ask, Last, Change, etc.

MONEY MARKETS

French rates up

RENEWED PRESSURE on the French franc prompted a rise in money market rates in Paris yesterday. The intervention rate used on four-week sale and repurchase agreements, was increased to 7.25 p.c. from 7 p.c.

The Bank of England forecast a shortage of around £500m, with factors affecting the market including bills maturing in official hands and a take up of Treasury bills, together with repayment of late assistance, draining £565m. In addition, banks brought forward balances £155m below target. These were partly offset by Exchequer transactions, which added £70m, and a fall in the note circulation of £75m.

The forecast was revised to a shortage of around £550m, and the Bank gave assistance of £271m through outright purchases of £10m of local authority bills and £57m of eligible bank bills in hand 1 at 11 1/4 p.c., and in hand 3, 24m of eligible bank bills at 11 1/4 p.c. It also arranged sale and repurchase agreements on £200m of bills at 11 1/4 p.c., unwinding on October 25. Further help in the afternoon came to £301m, and was made up of sale and repurchase agreements on £121m of bills, under the same terms as in the morning. The Bank also bought outright, 294m of eligible bank bills in hand 1 at 11 1/4 p.c., £73m in hand 3 at 11 1/4 p.c. and £13m in hand 3 at 11 1/4 p.c. Late help came to £170m, making a total of £742m.

FT LONDON INTERBANK FIXING

Table with columns: Bid, Offer, Bid, Offer for various currencies.

MONEY RATES

Table with columns: New York, Treasury Bills and Bonds, London Interbank.

LONDON MONEY RATES

Table with columns: Overnight, 7 days, One Month, Three Months, Six Months, One Year.

UK clearing bank best lending rate

UK clearing bank best lending rate 12 per cent from August 25 to 28.

The French authorities increased the four-week sale and repurchase rate after announcing a fresh facility, where FF45bn was allocated. Successful applicants receive their quota today, coinciding with a maturing facility, draining FF69.8bn.

Interest rates in London were slightly firmer at the longer end, as sterling lost ground. However, market sentiment is currently leaning slightly towards the next step in base rates as being down rather than up. Despite sterling's decline, the key three-month interbank rate was unchanged at 12 1/4 p.c.

In Frankfurt, the Bundesbank announced its intention to add liquidity to the money market through another sale and repurchase agreement.

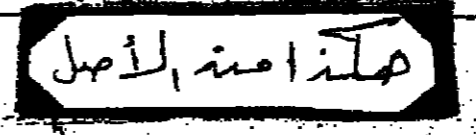
EUROPEAN OPTIONS EXCHANGE

Large table with columns: Series, Bid, Ask, Last, Change, etc. for various options.

BASE LENDING RATES

Table with columns: Bank, Bid, Ask, Last, Change, etc.

Advertisement for Pensions Management magazine. Text: 'WE'RE HAPPY TO GO ON TRIAL'. Includes details about the magazine's content, subscription information, and a coupon for a trial subscription.





LONDON STOCK EXCHANGE

Market generally calm one year on

HEAVY TRADING in Lomrho shares, widely interpreted as signalling important developments in the future of the UK based diversified trading group, provided the main feature of the London stock market yesterday.

Business almost came to a halt in late afternoon as dealers watched huge blocks of Lomrho shares move across the trading screens following disclosures of transactions by

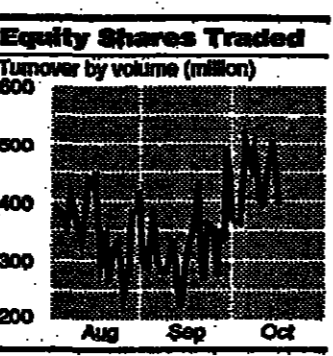
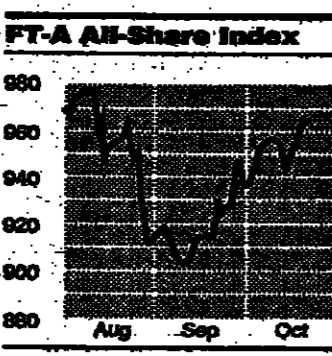
among many was that a consortium has been formed by Australian and South African interests to break up Lomrho. Other UK takeover stocks had a calmer session with the excitement moving across the Atlantic after Philip Morris, the US tobacco group, offered \$1.1bn for Kraft in the second largest takeover offer in US history.

Equities opened firmly, sustained briefly by a small trading programme in the morning. The session of October 18 was effectively wiped out by a

severe storm in Southern England. Although the FT-SE has closed as high as 1979 this year (June 23) and many analysts continue to predict a year-end close of around FT-SE 2,000, the market has recently regarded 1980 as a significant testing level.

Lomrho hogs the limelight

The market is braced for developments this morning in the dramatic Lomrho saga, following yesterday's extremely heavy session which saw 67m Lomrho shares trade up to the official shutdown at 5.00pm of Seag, London's electronic share trading network.



den interest to short covering by marketmakers - "and a solid burst of typical pass-the-parcel activity". Analysts said Plessey shares had been catching up with the market and attracting significant buying ahead of the interim figures scheduled for November 17.

strategy and thoughts about competition will focus investors' minds on the group's ridiculously low earnings - 6.6 times March 1989 earnings - when the take out multiple of Meyer's unsuccessful bid for Travis is seen to be 14.5 times.

the outset on buying prompted by news of the \$5.5bn US loan package to Mexico - Lloyds is perceived to have the widest exposure of the UK clearers to third world debt - the bank's shares subsequently fell back to close 6 1/2 down at 319p.

the major business being carried out in GEC and Plessey, Ferranti also came in for a substantial amount of buying interest, particularly from one UK securities house which was said to have picked up most of the stock offered yesterday.

However, the biggest surprise of the day came when Mr Asher Edelman, the New York bid arranger, disclosed that he had sold his 4.75 per cent stake in the marketplace, leaving the market to guess wildly at the ultimate destination of the shares.

Meyer sec-saw Builders merchants group Meyer International, which last week lost out in the bid for control of Travis & Arnold, found itself temporarily in the spotlight after Svenska Cellulosa of Sweden said it was about to reveal an overseas acquisition.

Combined turnover in both classes of BP - little changed at the close - approached 8m shares, while some 1.7m Shell changed hands and 4.3m British Gas ahead of the imminent Monopolies Commission report.

Elsewhere First National Finance continued to draw persistent support from one quarter and ended the day 6 higher at 224p.

US influences were held largely responsible for renewed firmness in Bowater, up 11 further at 444p, but Pilkington failed to respond to County NatWest Woodlark advice that the shares were "beginning to look interesting".

Electrical sparks Plessey and GEC caught the eye in a generally animated electronics sector. Plessey raced up to touch 179p before slipping back to close a net 4 up at 168p; turnover expanded rapidly during the morning before retreating out in the afternoon, but still came out at 15m.

GEC, a busy market on Monday when 4.6m changed hands, were bid up to 169p prior to closing a shade harder on balance at 168 1/2p with 14m shares changing hands after steady buying by at least two top agency brokers.

Lloyds remained one of the biggest trading stocks in the banks sector with 4.5m shares changing hands. Up to 377p at

Most of the action in life assurances was concentrated in Abbey Life whose shares jumped 6 1/2 to 266 1/2p on turnover of 6m. Abbey, the subject of widespread takeover rumours at various times this year, were again being talked of as a potential target for a European predator.

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Dealers attributed the sudden rise in Plessey's price to a combination of factors, including the fact that the company had been building a stake which was said to have reached 1.6 per cent. A flat denial by Plessey of any knowledge of a stake building exercise saw the shares retreat from their earlier higher level.

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Stores were mixed, with Sainsbury running ahead 6 to 187p in turnover of 4m on revived rumours that the Mountfield property group may launch a bid following its disposal of a 231m portfolio.

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APPOINTMENTS

Guinness Mahon directors

Mr Anthony Allen and Mrs Sally Goodsell in the banking division and Mr Alan Hall and Mr Peter Hill in the treasury division have been appointed directors of GUINNESS MAHON & CO. Mr Michael Lindsay in the banking division has become an assistant director.

Robert executive directors from March

Following the acquisition of Charles Stanley Services by the OCEANA CONSOLIDATED CO, Mr Michael Black has been appointed a director of Oceana. Mr Nicholas E. Dillon has also been appointed to the board.

INTER FIT, the interior fittings and refurbishment company, has appointed Mr Alec Benham its managing director.

Mr Andrew Leads has become business development director at ANGLIA OILS. He was general manager of Pauls Cereals of Hull.

LYONS TETLEY has appointed Mr Ken Pringle to the new position of marketing director, spearheading all three product divisions - tea, coffee and grocery.

Mr Andrew Leads has become business development director at ANGLIA OILS. He was general manager of Pauls Cereals of Hull.

Mr J.K.S. Morgan has become a non-executive director of ARGYLE TRUST.

Mr Robert Evans has been appointed full-time chief executive of SYSTEMS RELIABILITY HOLDINGS. He joins from Hilldown

The NATIONAL FREIGHT CONSORTIUM is making Mr R.K. Burns and Mr G.S.

Mr J.K.S. Morgan has become a non-executive director of ARGYLE TRUST.

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FINANCIAL TIMES STOCK INDICES

Table with columns for Government Secs, Food Interest, Ordinary, Gold Mines, etc. and rows for Oct 18, Oct 17, Oct 16, Oct 15, Oct 14, Year Ago, High, Low, Since Completion.

TRADING VOLUME IN MAJOR STOCKS

Table listing trading volume for various stocks including British Petroleum, Shell, ICI, etc. with columns for Value, Date, and % change.

up a few pence to 876p and a revival of bid speculation raised Low & Bonar 8 to 237p. Lodge Care advanced 15 late to a new peak for the year of 202p, while AMI Healthcare rose 7 to 246p.

Europe and forecasts 1989 profits of \$6.75m against the \$4.45m reported this year.

Activity on the traded options market was again well above the average of post-crash months, reaching 40,967 contracts made up of 26,646 calls and 14,321 puts.

Other market statistics, including FT-Accruals Share Index and London Traded Options, Page 33

Advertisement for CITYLINE 0898 123456. Features a large image of a telephone keypad and text describing the service: 'The Financial Times has introduced a new telephone information service...'

LONDON SHARE SERVICE

AMERICANS - Contd

Table listing American stocks with columns for stock name, price, and change.

CANADIANS

Table listing Canadian stocks with columns for stock name, price, and change.

BANKS, HP & LEASING

Table listing banks, hire purchase, and leasing companies with columns for stock name, price, and change.

BEERS, WINES & SPIRITS

Table listing beer, wine, and spirit companies with columns for stock name, price, and change.

BUILDING, TIMBER, ROADS

Table listing building, timber, and road companies with columns for stock name, price, and change.

BUILDING, TIMBER, ROADS Contd

Continuation of building, timber, and road companies table.

CHEMICALS, PLASTICS

Table listing chemical and plastic companies with columns for stock name, price, and change.

DRAPERY AND STORES

Table listing drapery and store companies with columns for stock name, price, and change.

ELECTRICALS

Table listing electrical companies with columns for stock name, price, and change.

ELECTRICALS - Contd

Continuation of electrical companies table.

Continuation of electrical companies table.

Continuation of electrical companies table.

Continuation of electrical companies table.

ENGINEERING

Table listing engineering companies with columns for stock name, price, and change.

ENGINEERING - Contd

Continuation of engineering companies table.

Continuation of engineering companies table.

Continuation of engineering companies table.

Continuation of engineering companies table.

Continuation of engineering companies table.

INDUSTRIALS (Miscel.) - Contd

Continuation of industrial (miscellaneous) companies table.

Continuation of industrial (miscellaneous) companies table.

Continuation of industrial (miscellaneous) companies table.

Continuation of industrial (miscellaneous) companies table.

Continuation of industrial (miscellaneous) companies table.

INDUSTRIALS (Miscel.) - Contd

Continuation of industrial (miscellaneous) companies table.

Continuation of industrial (miscellaneous) companies table.

Continuation of industrial (miscellaneous) companies table.

Continuation of industrial (miscellaneous) companies table.

Continuation of industrial (miscellaneous) companies table.

INSURANCES

Table listing insurance companies with columns for stock name, price, and change.

LEISURE

Table listing leisure companies with columns for stock name, price, and change.

Handwritten note: 47100 1/2

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LONDON SHARE SERVICE

LEISURE - Contd

Table listing leisure companies such as British Skyways, British Overseas Airways, and others with their share prices and movements.

PROPERTY - Contd

Table listing property companies like British Land, Commercial Union Assurance, and others.

TEXTILES - Contd

Table listing textile companies such as British Cotton Textiles, J. & S. Cotton, etc.

TOBACCO

Table listing tobacco companies like British American Tobacco, J. & S. Tobacco, etc.

TRUSTS, FINANCE, LAND

Table listing trusts, finance, and land companies.

Investment Trusts

Table listing investment trusts such as British Investment Trust, etc.

TRUSTS, FINANCE, LAND - Contd

Continuation of trusts, finance, and land companies.

OIL AND GAS - Contd

Table listing oil and gas companies like Anglo-Iranian Oil, etc.

OVERSEAS TRADERS

Table listing overseas trading companies.

PLANTATIONS

Table listing plantation companies.

MINES

Table listing mining companies like Anglo-American, etc.

MINES - Contd

Continuation of mining companies.

Miscellaneous

Table listing miscellaneous companies.

THIRD MARKET

Table listing third market companies.

MOTORS, AIRCRAFT TRADES

Table listing motor and aircraft trade companies.

Commercial Vehicles

Table listing commercial vehicle companies.

Components

Table listing component companies.

Garages and Distributors

Table listing garage and distributor companies.

NEWSPAPERS, PUBLISHERS

Table listing newspaper and publisher companies.

PAPER, PRINTING, ADVERTISING

Table listing paper, printing, and advertising companies.

SHIPPING

Table listing shipping companies.

SHOES AND LEATHER

Table listing shoes and leather companies.

SOUTH AFRICANS

Table listing South African companies.

TEXTILES

Table listing textile companies.

PROPERTY

Table listing property companies.

TRUSTS, FINANCE, LAND

Large table listing trusts, finance, and land companies.

OIL AND GAS

Large table listing oil and gas companies.

Far West

Table listing Far West companies.

Central African

Table listing Central African companies.

Finance

Table listing finance companies.

NOTES

Stock Exchange dealing classifications are indicated to the right of security names. A list of companies is provided with notes on their financial performance and share movements.

REGIONAL & IRISH STOCKS

Table listing regional and Irish stocks.

TRADITIONAL OPTIONS

Table listing traditional options and call rates.

A selection of British traded is given on the London Stock Exchange Report Page. This service is available to every Company stock in a Stock Exchange Companies for a fee of 50p per annum for each security.

COMMODITIES AND AGRICULTURE

CAP reform drive cuts across Anglo-French rivalry

By Bridget Bloom, Agriculture Correspondent

MR JOHN MacGregor, Britain's Minister of Agriculture, will today meet his French counterpart, Mr Henri Nallet, amid signs that Britain and France may be closer than they have ever been on key issues of agricultural policy.

The current review of the once contentious sheepmeat regime - which grew out of an Anglo-French "lamb-war" - and the future of rural society against the background of the declining importance of agriculture in European economies.

As Mr MacGregor told the Conservative Party conference last week, Britain has long argued that stability for farmers in the 1990s could only come if "surpluses were brought under control, effective budgetary discipline in the CAP established and the CAP reformed to allow a

greater role for market forces." For many years, Britain's perception was that France represented the biggest obstacle to such reforms, since in a sense it was France which originated the CAP 36 years ago and was felt to have most to gain from it.

Nallet seeks flexible farm policies

Bridget Bloom talks to France's technocratic Agriculture Minister

"I MUST seem rather liberal to you for a socialist minister," Mr Henri Nallet, the French Minister of Agriculture since the Socialist administration was formed last summer, spoke wryly, having several times underlined his belief that it was up to French farmers and the country's food processors, rather than the Government, to ensure the health of the industry.

France has some 800,000 farmers, about 7 per cent of the active working population (compared with Britain's 220,000 farmers, comprising under 2 per cent of the working population). More than half this number are over 50 and around 160,000 are over 65. Mr Nallet estimates that 300,000 will leave the land in the next ten years; others put the figure considerably higher.



Henri Nallet: His officials call him calm

As for France's attitude to the current GATT talks, Mr Nallet says the critical question is what the US actually intends to do - rather than what it says. Washington's call for the abolition of all farm subsidies within ten years is quite unrealistic, Mr Nallet says.

Mr Nallet was talking particularly about the need for farmers and processors to show initiative in seeking new markets and new opportunities. "There are of course certain measures which the Government can take to improve the climate for business. But these must be secondary. It is the responsibility of industry to improve the marketing of its products and this - rather than the actual production of food - is our weakness now," he explained.

"We could be completely Anglo-Saxon about the problem and leave the solution entirely to market forces," Mr Nallet says. But he adds that France cannot afford, for economic as much as social reasons, to allow this to happen.

control system to boost the quality of other products, to those which would promote the formation of bigger, more extensive farms in the depopulated rural areas.

Under the leadership of Col Ozares Silva, Petrobras had been seeking to become a major freely operating player in the world's energy business in spite of pressure from Brazilian Nationalists to concentrate its activities within the country.

The Minister, who also held the job briefly in the mid-1980s, gives the impression of being a technocrat rather than an overtly political minister. The word his officials use about him is calm. In an interview at the weekend in his town of Tonnerre, near the wine-growing region of Chablis, the remark about the role of industry and government was one of many indicating a markedly more liberal approach to farm policy than most of his predecessors.

Over the longer term, "those who can be competitive, should be, with public aid being rarely given," he says. In these areas the agricultural industry must develop new markets, and broaden the range of products processed. "It is ridiculous that we should be the Community's premier exporter of cereals yet be net importers of biscuits."

As for France's attitude to the current GATT talks, Mr Nallet says the critical question is what the US actually intends to do - rather than what it says. Washington's call for the abolition of all farm subsidies within ten years is quite unrealistic, Mr Nallet says.

Earlier this year foreign oil companies threatened to withdraw from Brazil if another constitutional clause threatened to restrict petrol distribution to majority Brazilian-owned companies.

He attributes France's conversion to what he calls the British view of the need for farm reform in Europe to spiralling farm expenditure in the mid-1980s. "We might not have liked the way Mrs Thatcher went about telling us how the CAP works," Mr Nallet says, "but she made a legitimate point. We had to curb spending, or risk the budget exploding." It was also important internationally that the CAP become more market oriented, he added.

Among the specific measures he would encourage to revitalise farming in these areas Mr Nallet lists foreign immigration, particularly after the creation of the single market, due in 1992. France has welcomed foreigners in the past - many Dutch and Belgian farmers came after the second world war, while the Dordogne, for example, took in farmers who left Algeria in the 1960s.

He described the EC's sale to Latin America in 1986 of beef "at a dollar a kilo" as an "economic absurdity" as well as "very bad politics. He asked: "How can we possibly try to deal credibly with the debt problems of such countries when we undermine their economies in such a way?"

Mr Wagner Freire, a Petrobras director, last week expressed the fear that Brazil's new constitution would adversely affect the future of the company.

However, if France now accepts the need for reform, Mr Nallet believes it poses a

Brazil oil exploration ban sparks UK warning

By Karen Fossil in Rio de Janeiro

BRAZIL'S RECENT ban on foreign oil exploration in its territory provoked its first public retaliation this week when Mr Peter Morrison, a UK oil minister, warned that Brazilian access to the North Sea would be prevented.

Tokyo treads warily on bullion trading

By Stefan Wagstyl in Tokyo

TOKYO'S AMBITIONS to develop into an international gold trading centre take a modest step forward today with the opening of a market in warehouse receipts for gold.

Locust swarms arrive in Caribbean

By Cassie James in Kingston

AFRICAN LOCUSTS, for centuries the scourge of the continent's agriculture, have arrived in the Caribbean. Government officials in the eastern Caribbean archipelago say the locusts were found in five islands over last weekend.

Brazilian gold mine on stream from next year

By John Barham in Sao Paulo

BRAZIL'S LARGEST mining company, Companhia Vale do Rio Doce, has said that it will begin production at an important new gold mine next year.

NZ lamb crop at 10-year low

By Dal Hayward in Wellington

NEW ZEALAND will have fewer lambs to export to world markets this season.

WEEKLY METALS

Table with columns for metal names (ANTIMONY, BISMUTH, CADMIUM, COBALT, MERCURY), prices, and units.

LONDON MARKETS

Table with columns for commodity names (Cocoa, Coffee, Sugar, Oil, etc.), prices, and changes.

WORLD COMMODITIES PRICES

Table with columns for commodity names (Cocoa, Coffee, Sugar, etc.), prices, and changes.

US MARKETS

Table with columns for commodity names (Gold, Silver, etc.), prices, and changes.

Chicago

Table with columns for commodity names (Soybeans, Corn, etc.), prices, and changes.

New York

Table with columns for commodity names (Gold, Silver, etc.), prices, and changes.

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2pm prices October 18

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Symbol	Price	Symbol	Price
AA	30 1/2	PL	30 1/2
AAA	30 1/2	PM	30 1/2
AAAB	30 1/2	PN	30 1/2
AAAC	30 1/2	PO	30 1/2
AAAD	30 1/2	PP	30 1/2
AAAE	30 1/2	PQ	30 1/2
AAAF	30 1/2	PR	30 1/2
AAAG	30 1/2	PS	30 1/2
AAAH	30 1/2	PT	30 1/2
AAAI	30 1/2	PV	30 1/2
AAAJ	30 1/2	PW	30 1/2
AAAK	30 1/2	PX	30 1/2
AAAL	30 1/2	PY	30 1/2
AAAM	30 1/2	PZ	30 1/2
AAAN	30 1/2	QA	30 1/2
AAAO	30 1/2	QB	30 1/2
AAAP	30 1/2	QC	30 1/2
AAAQ	30 1/2	QD	30 1/2
AAAR	30 1/2	QE	30 1/2
AAAS	30 1/2	QF	30 1/2
AAAT	30 1/2	QG	30 1/2
AAAU	30 1/2	QH	30 1/2
AAAV	30 1/2	QI	30 1/2
AAAW	30 1/2	QJ	30 1/2
AAAX	30 1/2	QK	30 1/2
AAAY	30 1/2	QL	30 1/2
AAAZ	30 1/2	QM	30 1/2
AAA1	30 1/2	QN	30 1/2
AAA2	30 1/2	QO	30 1/2
AAA3	30 1/2	QP	30 1/2
AAA4	30 1/2	QQ	30 1/2
AAA5	30 1/2	QR	30 1/2
AAA6	30 1/2	QS	30 1/2
AAA7	30 1/2	QT	30 1/2
AAA8	30 1/2	QU	30 1/2
AAA9	30 1/2	QV	30 1/2
AAA0	30 1/2	QW	30 1/2
AAA1	30 1/2	QX	30 1/2
AAA2	30 1/2	QY	30 1/2
AAA3	30 1/2	QZ	30 1/2
AAA4	30 1/2	RA	30 1/2
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AAA6	30 1/2	RC	30 1/2
AAA7	30 1/2	RD	30 1/2
AAA8	30 1/2	RE	30 1/2
AAA9	30 1/2	RF	30 1/2
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AAA3	30 1/2	RJ	30 1/2
AAA4	30 1/2	RK	30 1/2
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AAA5	30 1/2	SF	30 1/2
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AAA7	30 1/2	SH	30 1/2
AAA8	30 1/2	SI	30 1/2
AAA9	30 1/2	SJ	30 1/2
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AAA2	30 1/2	SM	30 1/2
AAA3	30 1/2	SN	30 1/2
AAA4	30 1/2	SO	30 1/2
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AAA7	30 1/2	SR	30 1/2
AAA8	30 1/2	SS	30 1/2
AAA9	30 1/2	ST	30 1/2
AAA0	30 1/2	SU	30 1/2
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AAA2	30 1/2	SW	30 1/2
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AAA4	30 1/2	SY	30 1/2
AAA5	30 1/2	SZ	30 1/2
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AAA7	30 1/2	TB	30 1/2
AAA8	30 1/2	TC	30 1/2
AAA9	30 1/2	TD	30 1/2
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AAA1	30 1/2	TF	30 1/2
AAA2	30 1/2	TG	30 1/2
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AAA4	30 1/2	TI	30 1/2
AAA5	30 1/2	TJ	30 1/2
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AAA7	30 1/2	TL	30 1/2
AAA8	30 1/2	TM	30 1/2
AAA9	30 1/2	TN	30 1/2
AAA0	30 1/2	TO	30 1/2
AAA1	30 1/2	TP	30 1/2
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AAA5	30 1/2	UD	30 1/2
AAA6	30 1/2	UE	30 1/2
AAA7	30 1/2	UF	30 1/2
AAA8	30 1/2	UG	30 1/2
AAA9	30 1/2	UH	30 1/2
AAA0	30 1/2	UI	30 1/2
AAA1	30 1/2	UJ	30 1/2
AAA2	30 1/2	UK	30 1/2
AAA3	30 1/2	UL	30 1/2
AAA4	30 1/2	UM	30 1/2
AAA5	30 1/2	UN	30 1/2
AAA6	30 1/2	UO	30 1/2
AAA7	30 1/2	UP	30 1/2
AAA8	30 1/2	UQ	30 1/2
AAA9	30 1/2	UR	30 1/2
AAA0	30 1/2	US	30 1/2
AAA1	30 1/2	UT	30 1/2
AAA2	30 1/2	UU	30 1/2
AAA3	30 1/2	UV	30 1/2
AAA4	30 1/2	UW	30 1/2
AAA5	30 1/2	UX	30 1/2
AAA6	30 1/2	UY	30 1/2
AAA7	30 1/2	UZ	30 1/2
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AAA7	30 1/2	VJ	30 1/2
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AAA0	30 1/2	VM	30 1/2
AAA1	30 1/2	VN	30 1/2
AAA2	30 1/2	VO	30 1/2
AAA3	30 1/2	VP	30 1/2
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AAA6	30 1/2	VS	30 1/2
AAA7	30 1/2	VT	30 1/2
AAA8	30 1/2	VU	30 1/2
AAA9	30 1/2	VV	30 1/2
AAA0	30 1/2	VW	30 1/2
AAA1	30 1/2	VX	30 1/2
AAA2	30 1/2	VY	30 1/2
AAA3	30 1/2	VZ	30 1/2
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AAA2	30 1/2	WI	30 1/2
AAA3	30 1/2	WJ	30 1/2
AAA4	30 1/2	WK	30 1/2
AAA5	30 1/2	WL	30 1/2
AAA6	30 1/2	WM	30 1/2
AAA7	30 1/2	WN	30 1/2
AAA8	30 1/2	WO	30 1/2
AAA9	30 1/2	WP	30 1/2
AAA0	30 1/2	WQ	30 1/2
AAA1	30 1/2	WR	30 1/2
AAA2	30 1/2	WS	30 1/2
AAA3	30 1/2	WT	30 1/2
AAA4	30 1/2	WU	30 1/2
AAA5	30 1/2	WV	30 1/2
AAA6	30 1/2	WW	30 1/2
AAA7	30 1/2	WX	30 1/2
AAA8	30 1/2	WY	30 1/2
AAA9	30 1/2	WZ	30 1/2
AAA0	30 1/2	XA	30 1/2
AAA1	30 1/2	XB	30 1/2
AAA2	30 1/2	XC	30 1/2
AAA3	30 1/2	XD	30 1/2
AAA4	30 1/2	XE	30 1/2
AAA5	30 1/2	XF	30 1/2
AAA6	30 1/2	YG	30 1/2
AAA7	30 1/2	YH	30 1/2
AAA8	30 1/2	YI	30 1/2
AAA9	30 1/2	YJ	30 1/2
AAA0	30 1/2	YK	30 1/2
AAA1	30 1/2	YL	30 1/2
AAA2	30 1/2	YM	30 1/2
AAA3	30 1/2	YN	30 1/2
AAA4	30 1/2	YO	30 1/2
AAA5	30 1/2	YP	30 1/2
AAA6	30 1/2	YQ	30 1/2
AAA7	30 1/2	YR	30 1/2
AAA8	30 1/2	YS	30 1/2
AAA9	30 1/2	YT	30 1/2
AAA0	30 1/2	YU	30 1/2
AAA1	30 1/2	YV	30 1/2
AAA2	30 1/2	YW	30 1/2
AAA3	30 1/2	YX	30 1/2
AAA4	30 1/2	YY	30 1/2
AAA5	30 1/2	YZ	30 1/2
AAA6	30 1/2	ZA	30 1/2
AAA7	30 1/2	ZB	30 1/2
AAA8	30 1/2	ZC	30 1/2
AAA9	30 1/2	ZD	30 1/2
AAA0	30 1/2	ZE	30 1/2
AAA1	30 1/2	ZF	30 1/2
AAA2	30 1/2	ZG	30 1/2
AAA3	30 1/2	ZH	30 1/2
AAA4	30 1/2	ZI	30 1/2
AAA5	30 1/2	ZJ	30 1/2
AAA6	30 1/2	ZK	30 1/2
AAA7	30 1/2	ZL	30 1/2
AAA8	30 1/2	ZM	30 1/2
AAA9	30 1/2	ZN	30 1/2
AAA0	30 1/2	ZO	30 1/2
AAA1	30 1/2	ZP	30 1/2
AAA2	30 1/2	ZQ	30 1/2
AAA3	30 1/2	ZR	30 1/2
AAA4	30 1/2	ZS	30 1/2
AAA5	30 1/2	ZT	30 1/2
AAA6	30 1/2	ZU	30 1/2
AAA7	30 1/2	ZV	30 1/2
AAA8	30 1/2	ZW	30 1/2
AAA9	30 1/2	ZX	30 1/2
AAA0	30 1/2	ZY	30 1/2
AAA1	30 1/2	ZZ	30 1/2

10/19/66

Continued on page 49

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NYSE COMPOSITE PRICES

Main table for NYSE Composite Prices, showing various stock indices and prices.

OVER-THE-COUNTER

Madrid national market, 2pm prices October 18

Main table for Over-the-Counter prices, listing various international and domestic securities.

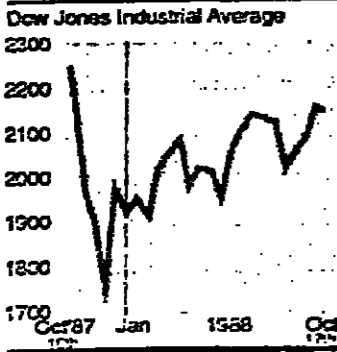
AMEX COMPOSITE PRICES

Table for AMEX Composite Prices, showing American Market Exchange stock prices.

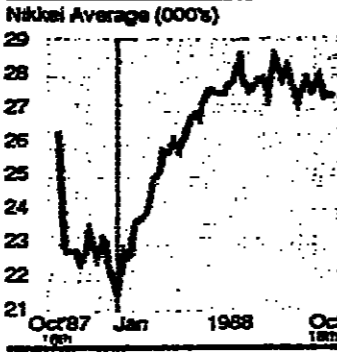
Advertisement for 'Travelling on business in Germany?' featuring a list of hotels and the Financial Times logo.

Advertisement for 'Free hand delivery service' for subscribers in Madrid, Barcelona, Bilbao, and Sevilla.

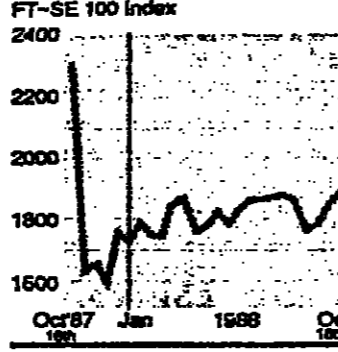
New York



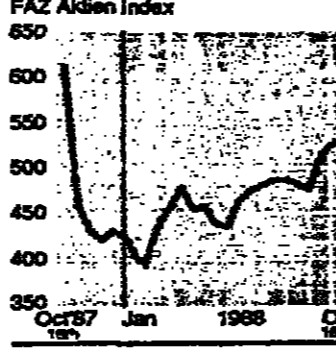
Tokyo



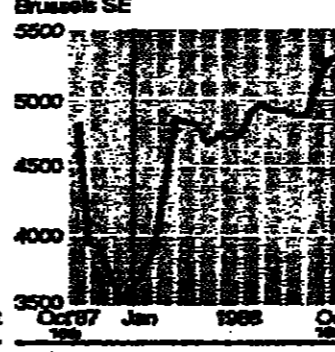
London



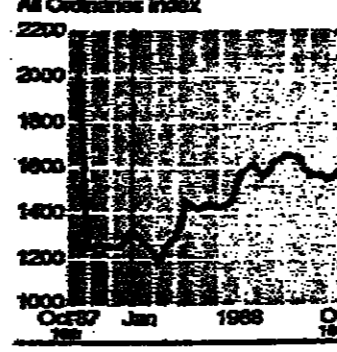
Frankfurt



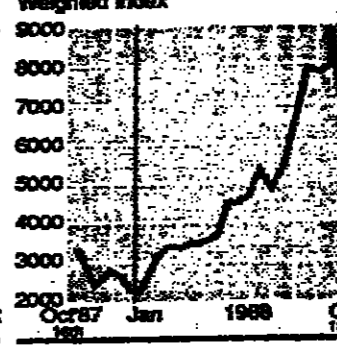
Belgium



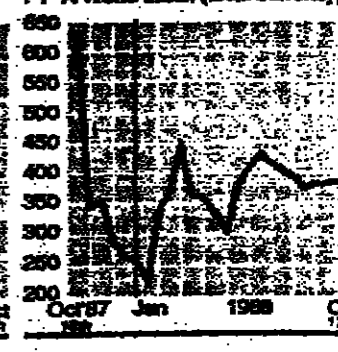
Australia



Taiwan



Mexico



AMERICA

Bid speculation focuses on foods

Wall Street

FOLLOWING modest gains on Monday, equities traded again in a narrow range but the overall tendency was weaker...

would create the largest consumer goods company in the world. Philip Morris shares yesterday dropped \$2 to \$86 while Kraft surged \$28; to stand at \$82 1/2 at midsession.

pointment to the company's third quarter earnings reported on Monday. Analysts were disappointed by the declines in the company's operating profit from the space and defence sector...

MCI Communications, the telecommunications company, added \$1 to \$22 in over-the-counter trading after it announced sharply higher earnings per share in its third quarter...

ASIA PACIFIC

New NTT sale spurs profit-taking

Tokyo

A CONTINUING lack of enthusiasm kept trading volume low in a market dominated largely by profit-taking, writes Michiko Nakamoto in Tokyo. The Nikkei average fluctuated throughout the day on a generally downward path...

NEW ZEALAND recorded its best day for several weeks yesterday on the eve of the anniversary of the 1987 crash, which wiped 500 points off the Barclay share index in one session, writes Dai Hayward in Wellington.

Since the stock market crash, 17 New Zealand companies have failed and many others are struggling to survive with losses of millions of dollars. The market's capitalisation, which stood pre-crash at NZ\$50bn (\$31bn), has fallen to NZ\$20bn.

although strong commodity prices kept Australia ahead in the face of profit-taking. AUSTRALIA continued to benefit from firmer commodity prices, but late profit-taking and Tokyo's fall brought shares off the day's highs.

EUROPE

Overseas demand boosts turnover

VOLUMES picked up in Paris, Frankfurt and Milan as foreign investors continued to snap up blue chips, especially the underperformers. The approach of the anniversary of the crash today was on people's minds, but appeared not to dissuade the bargain hunters, writes Our Markets Staff.

The 1/2 point rise in the intervention rate yesterday was generally welcomed by the market, which had feared a 1/2 point rise, said one analyst. Metals group Vallourec, an underperforming issue, was one of the biggest movers, gaining FF16.30 to FF198.80, while engineering issue Dumez put on DM13.50 to DM196 as 87,000 shares changed hands.

demand, but Ferruzzi Finanziaria was a rare faller, losing L54 to L2,850 after Montedison shareholders began selling their rights to buy Ferruzzi shares. The news that French group Paribas had bought 1.5 per cent of Ferruzzi failed to stop the sale of the rights, which were granted under a secondary offering by Ferruzzi.

criticised Roche for failing to report important safety information about the drug before it was approved. However, the story appeared to have little impact on investors and Roche closed unchanged at SF12,750. AMSTERDAM closed steady after a quiet session with only the strength of the dollar against the guilder to cheer sentiment.

FT-ACTUARIES WORLD INDICES

Table with columns for National and Regional Markets, Monday October 17 1988, Friday October 14 1988, and Dollar Index. Rows include Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, United Kingdom, USA, Europe, Pacific Basin, Euro-Pacific, North America, Europe Ex. UK, Pacific Ex. Japan, World Ex. US, World Ex. UK, World Ex. Japan, and The World Index.

Advertisement for KLM featuring the text 'Do you know, that stewardess speaks your language?' and 'だからKLMでとびます'. Includes a signature 'KLM' and the KLM logo.